

<b>AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT</b>				1. CONTRACT ID CODE		PAGE <b>1</b> OF <b>2</b>	
2. AMENDMENT/MODIFICATION NO. <b>PO15</b>		3. EFFECTIVE DATE <b>04/18/2019 03:38:00 PM</b>		4. REQUISITION/PURCHASE REQ. NO. <b>21435120</b>		5. PROJECT NO. (If applicable)	
6. ISSUED BY <b>GSA/FEDSIM Acquisition (QF0BBA)</b> <b>1800 F Street, NW, 3100</b> <b>Washington, DC 20405</b> <b>Contract Specialist Name: Reba S Dyer</b> <b>Contract Specialist Phone: 202-702-8024</b>		CODE <b>47QFCA</b>		7. ADMINISTERED BY (If other than item 6)		CODE	
8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and ZIP Code) <b>DELOITTE CONSULTING LLP</b> <b>1919 N LYNN ST</b> <b>ARLINGTON, VA, 22209-1742</b> <b>Phone: 703-885-6000 Fax: 703-885-6450</b>				(X)		9A. AMENDMENT OF SOLICITATION NO.	
				X		9B. DATED (SEE ITEM 11)	
						10A. MODIFICATION OF CONTRACT/ORDER NO. <b>GS00F0028Y / GSQ0017AJ0012</b>	
						10B. DATED (SEE ITEM 13) <b>08/23/2017</b>	
CODE		FACILITY CODE					
<b>11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS</b>							
<input type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended, <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing items 8 and 15, and returning ____ copies of the amendment; (b) By acknowledge receipt of this amendment on each of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment your desire to change an offer already submitted, such change may be made by telegram or letter provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and data specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required) <b>285F.Q00FB000.AA10.25.AF151.H08 Total Amount of MOD: \$3,889,812.00</b>							
<b>13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS.</b> <b>IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.</b>							
A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.							
B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).							
C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:							
X D. OTHER (Specify type of modification and authority) <b>FAR 52.232-22, Limitation of Funds; Authority of FAR 43.103(b), Unilateral Modification.</b>							
E. IMPORTANT: Contractor <input checked="" type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return ____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.) <b>The purpose of this modification is to provide incremental funding, remove and replace Alternate TPOC and update Attachment E (Incremental Funding Chart) of the Task Order.</b>							
Except as provided herein, all terms and conditions of the document referenced in item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
				<b>Michael A. Chappelle</b>			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16B. UNITED STATES OF AMERICA		16C. DATE SIGNED	
				<b>Michael A. Chappelle</b>		<b>04/18/2019</b>	
(Signature of person authorized to sign)				(Signature of Contracting Officer)		<b>03:38:00 PM</b>	

Line Item Summary							
ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	Rev. Ext. Price (F)	Prev. Ext. Price (G)	Amount Of Change (H)
0001	Labor (Tasks 1-7)	(b) (4)		(b) (4)			
0002	Optional Labor CLIN (Surge)						
0003	Travel						
1001	Labor (Tasks 1-7) OP 1						
1002	Optional Labor CLIN (Surge)						
1003	Travel OP 1						
TOTALS:					\$47,706,871.00	\$43,817,059.00	\$3,889,812.00

Deloitte Consulting, LLP / DSD Laboratories  
GS-00F-0028/GS-10F-0319K  
Task Order GSQ0017AJ0012  
Modification PO15

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Block 14 Continued:

The purpose of this modification is to provide incremental funding, remove and replace Alternate TPOC and update Attachment E (Incremental Funding Chart) of the Task Order as follows:

(1) Incrementally Fund the Task Order by \$3,889,812.00 as follows:

- CLIN 1001–Labor is increased by (b) (4) from (b) (4) to (b) (4)
- CLIN 1002–Optional Labor is increased by (b) (4), from (b) (4) to (b) (4)

(2) In Section 6.1.1 (Contract Administration) of the task order, remove Angela Burris as the Alternate TPOC (ATPOC) and add two new ATPOCs, as follows:

Alternate Technical Point of Contacts:

Michael G. Chu, Civ, DAF  
AF/A4PA Governance  
1500 W. Perimeter, Suite 4300  
JB Andrews, MD 20762  
Telephone: 240-612-4135  
Email: [michael.g.chu.civ@mail.mil](mailto:michael.g.chu.civ@mail.mil)

Charles B. Wade, CIV, CISSP-ISSEP  
Directorate of Resource Integration  
DCS/Logistics, Engineering and Force Protection  
1500 W. Perimeter, Suite 4300  
JB Andrews, MD 20762  
Telephone: 240-612-4166  
Email: [charles.b.wade4.civ@mail.mil](mailto:charles.b.wade4.civ@mail.mil)

All other terms and conditions remain unchanged.

#### **SUMMARY OF COST IMPACT OF ABOVE CHANGES**

- The total funding obligated under this task order is increased (b) (4).
- The total estimated cost/price remains unchanged at \$66,794,764.

# **TASK ORDER (TO)**

**GSQ0017AJ0012**

**in support of:**

## ***Air Force Logistics (AF A4) Systems Integration, Logistics Management, and Mission Support***

**Issued to:**

**Deloitte Consulting LLP  
GS-00F-0028Y**

**DSD Laboratories  
GS-10F-0319K**

**Issued by:**

**General Services Administration  
Federal Systems Integration and Management Center (FEDSIM)  
1800 F Street, NW (QF0B)  
Washington, D.C. 20405**

**September 12, 2017**

**FEDSIM Project Number AF00812**

## SECTION 1 - SUPPLIES OR SERVICES AND PRICE/COSTS

### **1.1 ORDER TYPE**

The contractor shall perform the effort required by this Task Order (TO) on a Labor-Hour (LH) basis. The work shall be performed in accordance with all Sections of this TO and the offeror's General Services Administration (GSA) Multiple Award Schedule (MAS), under which the resulting TO will be placed. An acronym listing to support this Request for Quote (RFQ) is included in **Section 9 - List of Attachments, Attachment Q**.

### **1.2 SERVICES AND PRICES**

Long-distance travel is defined as travel over 50 miles from Andrews Air Force Base (AFB), Camp Springs, Maryland. Local travel will not be reimbursed.

The following abbreviations are used in this price schedule:

CLIN	Contract Line Item Number
LH	Labor-Hour
NTE	Not-to-Exceed
ODC	Other Direct Cost

SECTION 1 - SUPPLIES OR SERVICES AND PRICE/COSTS

**1.2.1 BASE PERIOD: (September 12, 2017 – September 11, 2018)**

**MANDATORY LABOR CLIN**

CLIN	Description	Total Hours	Total NTE Ceiling
0001	Labor (Tasks 1-7)	(b) (4)	(b) (4)

Labor Category	Hourly Rate
IT Partner/Principal/Director	(b) (4)
Director I	(b) (4)
Senior Manager I	(b) (4)
IT Manager	(b) (4)
Manager I	(b) (4)
IT Sr. Consultant	(b) (4)
Senior Consultant II	(b) (4)
IT Consultant	(b) (4)
Senior Consultant I	(b) (4)
Consultant II	(b) (4)
Consultant I	(b) (4)
Subject Matter Expert IV	(b) (4)
Subject Matter Expert III	(b) (4)
Executive Consulting Scientist	(b) (4)
Subject Matter Expert II	(b) (4)
Sr. Program Manager	(b) (4)
Sr. Consulting Scientist	(b) (4)
Business Integration Analyst V	(b) (4)
Consulting Scientist	(b) (4)
Business Integration Analyst III	(b) (4)
Consultant m	(b) (4)
Subject Matter Expert I	(b) (4)
Business Integration Analyst II	(b) (4)
Consultant II (DSD)	(b) (4)
Sr. Instructor/Training Specialist	(b) (4)

**OPTIONAL LABOR CLIN**

CLIN	Description	Total Hours	Total NTE Ceiling
0002	Labor (Task 8)	(b) (4)	(b) (4)

Labor Category	Hourly Rate
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SECTION 1 - SUPPLIES OR SERVICES AND PRICE/COSTS

IT Partner/Principal/Director		(b) (4)
Director I		
Senior Manager I		
IT Manager		
Manager I		
IT Sr. Consultant		
Senior Consultant II		
IT Consultant		
Senior Consultant I		
Consultant II		
Consultant I		
Subject Matter Expert IV		
Subject Matter Expert III		
Executive Consulting Scientist		
Subject Matter Expert II		
Sr. Program Manager		
Sr. Consulting Scientist		
Business Integration Analyst V		
Consulting Scientist		
Business Integration Analyst III		
Consultant I		
Subject Matter Expert I		(b) (4)
Business Integration Analyst II		
Consultant II (DSD)		
Sr. Instructor/Training Specialist		

**TRAVEL and ODC CLINs**

CLIN	Description		Total NTE Price
0003	Long-Distance Travel	NTE	(b) (4)
0004	ODCs	NTE	(b) (4)

**ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING Subtask (2.5.1.9)**

CLIN	Description		Total Ceiling Price
0005	Accounting for Contractor Manpower Reporting	NTE	(b) (4)

**TOTAL BASE PERIOD CLINs:**

**\$21,434,937**

Task Order GSQ0017AJ0012  
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SECTION 1 - SUPPLIES OR SERVICES AND PRICE/COSTS

**1.2.2 FIRST OPTION PERIOD: (September 12, 2018 – September 11, 2019)**

**MANDATORY LABOR CLIN**

CLIN	Description	Total Hours	Total NTE Ceiling
1001	Labor (Tasks 1-7)	(b) (4)	(b) (4)

Labor Category	Hourly Rate
IT Partner/Principal/Director	(b) (4)
Director I	
Senior Manager I	
IT Manager	
Manager I	
IT Sr. Consultant	
Senior Consultant II	
IT Consultant	
Senior Consultant I	
Consultant II	
Consultant I	
Subject Matter Expert IV	
Subject Matter Expert III	
Executive Consulting Scientist	
Subject Matter Expert II	
Sr. Program Manager	
Sr. Consulting Scientist	
Business Integration Analyst V	
Consulting Scientist	
Business Integration Analyst III	
Consultant I	
Subject Matter Expert I	
Business Integration Analyst II	
Consultant II (DSD)	
Sr. Instructor/Training Specialist	

**OPTIONAL LABOR CLIN**

CLIN	Description	Total Hours	Total NTE Ceiling
1002	Labor (Task 8)	(b) (4)	(b) (4)

Labor Category	Hourly Rate
IT Partner/Principal/Director	(b) (4)

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Modification PO 15



SECTION 1 - SUPPLIES OR SERVICES AND PRICE/COSTS

Director I	(b) (4)
Senior Manager I	(b) (4)
IT Manager	(b) (4)
Manager I	(b) (4)
IT Sr. Consultant	(b) (4)
Senior Consultant II	(b) (4)
IT Consultant	(b) (4)
Senior Consultant I	(b) (4)
Consultant II	(b) (4)
Consultant I	(b) (4)
Subject Matter Expert IV	(b) (4)
Subject Matter Expert III	(b) (4)
Executive Consulting Scientist	(b) (4)
Subject Matter Expert II	(b) (4)
Sr. Program Manager	(b) (4)
Sr. Consulting Scientist	(b) (4)
Business Integration Analyst V	(b) (4)
Consulting Scientist	(b) (4)
Business Integration Analyst III	(b) (4)
Consultant m	(b) (4)
Subject Matter Expert I	(b) (4)
Business Integration Analyst II	(b) (4)
Consultant II (DSD)	(b) (4)
Sr. Instructor/Training Specialist	(b) (4)

**TRAVEL and ODC CLINs**

CLIN	Description		Total NTE Price
1003	Long-Distance Travel	NTE	(b) (4)
1004	ODCs	NTE	(b) (4)

**ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING Subtask (2.5.1.9)**

CLIN	Description		Total Ceiling Price
1005	Accounting for Contractor Manpower Reporting	NTE	(b) (4)

**TOTAL FIRST OPTION PERIOD CLINs:**

**\$26,620,910**

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Modification PO 15

SECTION 1 - SUPPLIES OR SERVICES AND PRICE/COSTS

**1.2.3 SECOND OPTION PERIOD: (September 12, 2019 – September 11, 2020)**

**MANDATORY LABOR CLIN**

CLIN	Description	Total Hours	Total NTE Ceiling
2001	Labor (Tasks 1-7)	(b) (4)	(b) (4)

Labor Category	Hourly Rate
IT Partner/Principal/Director	(b) (4)
Director I	
Senior Manager I	
IT Manager	
Manager I	
IT Sr. Consultant	
Senior Consultant II	
IT Consultant	
Senior Consultant I	
Consultant II	
Consultant I	
Subject Matter Expert IV	
Subject Matter Expert III	
Executive Consulting Scientist	
Subject Matter Expert II	(b) (4)
Sr. Program Manager	
Sr. Consulting Scientist	
Business Integration Analyst V	
Consulting Scientist	
Business Integration Analyst III	
Consultant III	
Subject Matter Expert I	
Business Integration Analyst II	
Consultant II (DSD)	
Sr. Instructor/Training Specialist	

**OPTIONAL LABOR CLIN**

CLIN	Description	Total Hours	Total NTE Ceiling
2002	Labor (Task 8)	(b) (4)	(b) (4)

Labor Category	Hourly Rate
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Task Order GSQ0017AJ0012  
Modification PO 15

SECTION 1 - SUPPLIES OR SERVICES AND PRICE/COSTS

IT Partner/Principal/Director		(b) (4)
Director I		
Senior Manager I		
IT Manager		
Manager I		
IT Sr. Consultant		
Senior Consultant II		
IT Consultant		
Senior Consultant I		
Consultant II		
Consultant I		
Subject Matter Expert IV		
Subject Matter Expert III		
Executive Consulting Scientist		(b) (4)
Subject Matter Expert II		(b) (4)
Sr. Program Manager		
Sr. Consulting Scientist		
Business Integration Analyst V		
Consulting Scientist		
Business Integration Analyst III		
Consultant m		
Subject Matter Expert I		
Business Integration Analyst II		
Consultant II (DSD)		
Sr. Instructor/Training Specialist		

**TRAVEL and ODC CLINs**

CLIN	Description		Total NTE Price
2003	Long-Distance Travel	NTE	(b) (4)
2004	ODCs	NTE	(b) (4)

**ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING Subtask (2.5.1.9)**

CLIN	Description		Total Ceiling Price
2005	Accounting for Contractor Manpower Reporting	NTE	(b) (4)

**TOTAL SECOND OPTION PERIOD CLINs:**

**\$18,738,818**

Task Order GSQ0017AJ0012  
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**GRAND TOTAL ALL CLINs:**

**\$66,794,764**

### **1.3 SECTION 1 - SUPPLIES OR SERVICES AND PRICE/COSTS TABLES**

#### **1.3.1 LABOR HOUR (LH) LABOR MIX AND LEVEL OF EFFORT**

The labor mix and level of effort specified in the contractor's quote and incorporated into this TO are for estimation purposes. The contractor may re-allocate, with prior written approval of the Federal Systems Integration and Management Center (FEDSIM) Contracting Officer's Representative (COR), the number of hours by labor category, within each labor CLIN as needed to effectively manage the project, provided the total funded labor cost and total hours are not exceeded. Any additional labor categories or increases to total hours or increases to ceilings required during performance must be approved by the FEDSIM Contracting Officer (CO) and added to the TO by modification.

#### **1.3.2 ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING**

The price to be reported under this CLIN are those associated with the reporting requirements specified in Section 2.5.1.9 and relate to this TO only.

### **1.3 INCREMENTAL FUNDING**

#### **1.4.1 INCREMENTAL FUNDING LIMITATION OF GOVERNMENT'S OBLIGATION**

Incremental funding in the amount of (b) (4) is currently allotted and available for payment by the Government. Additional incremental funding will be allotted and available for payment by the Government as the funds become available. The TO may be modified to add funds incrementally up to the maximum of (b) (4) over the performance period of this TO. These allotments constitute the estimated cost for the purpose of Federal Acquisition Regulation (FAR) Clause 52.232-22, Limitation of Funds, which applies to this TO on a CLIN-by-CLIN basis.

#### **Incremental Funding Chart**

See **Section 9 – List of Attachments, Attachment E - Incremental Funding Chart (Excel Spreadsheet)**.

## **2.1 BACKGROUND**

As part of the broader Department of Defense (DoD) effort to better support the warfighter and to meet financial improvement audit readiness timelines, the Air Force (AF) is transforming its logistics business processes and remediating and modernizing its systems and organizational structures. A major focus of this effort is the integration of activities and information systems across the AF's logistics enterprise to better meet the needs of the military in all theaters. Integration and collaboration across the logistics entities are required to better support today's global expeditionary support and the net-centric, distributed combat operations of the future.

The AF A4 CIO is transforming its Portfolio Management methodology and approach (to include governance, strategy, and technology insertion processes) to enable LEF Enterprise with the strategic, operational, and tactical agility to rapidly deliver LEF effects to the order of battle and effectively manage the ~\$2.8B IT portfolio of information systems. This effort shall include:

- a. Reducing approximately 357+ IT systems to a much smaller number and re-host any remaining to an approved cloud environment.
- b. Re-hosting Global Combat Support System-Air Force (GCSS-AF) Data Services LIMS-EV capability onto an approved cloud environment to accomplish Enterprise Logistics Data Analytics to support Logistics Command capability.
- c. Re-hosting the approximately 22 remaining Logistics applications currently on GCSS-AF onto an approved cloud environment. This supports the AF CIO-mandated GCSS-AF migration no later than Fiscal Year (FY) 2018.
- d. Further developing and instantiating the Office of the Future utilizing mobile technology.
- e. Continuing to effectively and efficiently conduct secure operations (Risk Management Framework (RMF)) closest to the mission for security (change management).
- f. Streamlining and improving policy development and update processes.
- g. Developing a plan to educate and train competent, ready cyber security workforce.
- h. Achieving and sustaining FIAR on behalf of A4 in coordination with other organizations and MAJCOMs.
- i. Developing and institutionalizing rapid technology insertion processes across A4 domains.

### **2.1.1 PURPOSE**

The purpose of this procurement for the AF Logistics, Engineering, and Force Protection's (AF A4) Directorate for Resource Integration and the Directorate for Logistics (the client organization) is to provide expert advice and support with the management, improvement, and integration of the AF A4 Logistics, Engineering, and Force Protection (LEF) activities.

### **2.1.2 AF A4 ORGANIZATION**

AF A4 is responsible for the development and implementation of logistics policy and for organizing, training, and equipping logistics forces for all facets of LEF, including AF Logistics, Security Forces, and Civil Engineering. AF A4 ensures Agile Combat Support (ACS), sustainment, and readiness through planning, programming, and budgeting. The organization supports the National Command Authority, Joint Staff, and Major Commands (MAJCOMs) through war plan annexes as well as by establishing weapon system logistics performance measurements and metrics. AF A4 is composed of multiple directorates; however, this TO will support the Directorate of Resource Integration (AF A4P) and the Directorate of Logistics (AF A4L).

A4P is responsible for the AF's LEF strategic integration. A4P prepares and manages resource programs for AF aircraft, missiles, munitions, War Reserve Materiel, support equipment, vehicles logistics information systems, as well as engineering and force protection. A4P serves as AF A4's representative to the Air Force Group and Board as part of the Air Force Corporate Structure (AFCS) system, validating requirements and defending budget requests through Corporate Resource Panels, Air Force Council, Office of the Secretary of Defense (OSD), Office of Management and Budget (OMB), Joint Chief of Staff (JCS), and congressional review and enactment. AF A4P acts as the A4, the Functional Chief Information Officer (CIO) and Chief Architect for the LEF Information Technology (IT) and technology portfolios. AF A4P performs duties as the Authorizing Official for information systems listed on the A4 Functional System List (FSL) and consults on security matters for all LEF IT systems. The Directorate develops and guides implementation of A4 IT and technology strategy, plans, policy, governance, Business Enterprise Architectures (BEA), standards, resources, and investments, as well as provides oversight responsibilities of the Logistics IT Portfolio Organizational Execution Plan to include aligning IT Investments to the Agency Strategy Plan (ASP) and Functional Strategies. AF A4P also chairs and manages the AF A4 Enterprise Logistics Information Technology (ELIT) governance process and structure and is responsible for the planning, management, and reporting of process improvement and business transformation across the LEF communities through employment of Air Force Smart Operation endorsed continuous process improvement methodologies.

A4L develops AF logistics policy and manages Enterprise Logistics Governance to guide the development and execution of the Enterprise Logistics Strategy that supports AF and Department of Defense (DoD) Strategic goals and objectives. AF A4L also develops and executes engagement strategies with key stakeholders (OSD, Congress, industry, etc.) to ensure stakeholder equities are incorporated in logistics policy and strategy and to develop stakeholder understanding and support of enterprise logistics interests.

This PWS supports the Directorates of A4P and A4L to include supporting communities that are located in section 5.2.

### **2.1.3 AF A4 MISSION**

AF A4 is responsible for providing logistics support to the AF in carrying out the organizing, training, and equipping of personnel for all facets of LEF programs for the AF. Additionally, AF A4 is responsible for developing policy and providing resources and logistics assistance to

## SECTION 2 – PERFORMANCE WORK STATEMENT

deliver effective ACS across the full spectrum of the Air and Space Expeditionary Force (AEF). ACS consists of creating, sustaining, and protecting all Air and Space Forces across all military operations. ACS ensures that responsive expeditionary support for right-sized forces used in Joint operations is achievable within resource constraints. In accomplishing this mission, AF A4 validates requirements and defends budget request through Corporate Resource Panels, Air Force Council, OSD, OMB, JCS, and congressional review and enactment.

### **2.2 SCOPE**

This TO will support the Directorate of Resource Integration (AF A4P) and the Directorate of Logistics (AF A4L). The contractor shall provide expert managerial, financial, business process reengineering, and IT-related expertise in support of the full portfolio of LEF functional processes, systems/initiatives, and the activities associated with maintaining, improving, and integrating those systems/initiatives. This includes providing CIO-type IT support, compliancy, and IT and functional governance across the AF logistics portfolio, Financial Improvement Assessment Readiness (FIAR) timelines, Chief Financial Officer (CFO) support, business intelligence support, as well as support to other logistics modernization and transformation programs and activities. AF A4 serves as the FIAR Secretariat for all A4 processes and systems. This includes remediation tracking, reporting, recommendations, system remediation, and process work-arounds. The AF A4's CIO and CIO Support Division responsibility spans the portfolio systems, consisting of approximating 357+ systems, and includes AF logistics emerging and fielded program support such as Logistics, Installations, and Mission Support Enterprise View (LIMS-EV), Mobile, and Repair Network Integration (RNI). Support also includes policy and strategy development, project support, BEA development/maintenance, governance support, resources management, and requirements definition for the LIMS-EV system.

The contractor shall perform the scope of work described in this Performance Work Statement (PWS) primarily at Andrews AFB, Camp Springs MD and in the Washington, D.C., metro area. Some work will be performed at Wright-Patterson AFB in Ohio, Gunter AFB in Alabama, Hickam AFB in Hawaii supporting Pacific Air Forces (PACAF), Tinker AFB in Oklahoma (Air Force Sustainment Center (AFSC) Logistics C2 Support), and Joint Base Langley-Eustis in Virginia (441 VSCOS formerly VEMSO). Some Continental United States (CONUS) and Outside the Continental United States (OCONUS) travel is expected.

### **2.3 CURRENT A4 IT AND TECHNOLOGY ENVIRONMENT**

The LEF IT portfolio is comprised of various legacy and modernized platforms. The AF must continue to support aging IT until new capabilities are deployed with reengineered business processes across Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DOTMLPF). This requires fundamentally transforming the current Logistics IT and technology cultural and procedural paradigm from deploying technology in a block approach to utilizing Agile planning, development, and execution methodologies. This includes rapidly inserting emerging/existing technologies to leapfrog legacy environment limitations, instead of the modernization of every legacy system as the traditional approach requires. The AF A4P Directorate, on behalf of the A4, is also adjusting the roles and responsibilities across the full LEF functional mission area to include how IT is developed and

deployed. This includes change management and performance metrics ensuring best practices and correct processes are institutionalized across the Executive, Management, and Execution tiers across the AF to optimize mission generation in the field.

## **2.4 OBJECTIVE**

The objective of this TO is to provide expert support in the areas of business-oriented planning, design, and monitoring. The primary objective is to provide expert monitoring, oversight, strategy, change management, and guidance to the A4 CIO and staff as legacy logistics systems are integrated into the overall mission of the AF A4 and new capabilities are deployed with industry best practices (such as Agile development underpinning methodologies), and provide infrastructure recommendations and re-hosting opportunities to more effectively and efficiently support DevOps. An additional objective of this TO is to provide AF logistics policy development and Enterprise Logistics Governance management in order to guide the development and execution of the Enterprise Logistics Strategy.

AF A4 requires expert support to advise its functional and CIO staff as it undertakes a significant transformation to facilitate functional and IT best practices. While the current focus is primarily on Logistics and Materiel Readiness (L&MR) functional systems, standardization into civil engineers and security forces is expected to rapidly gain traction over the next year. This will require change specialists to work with the field level systems and capability owners. This requirement is currently focused on the L&MR functional systems with standardization into security forces area. As part of the AF's migration plan, work with the field-level systems and capability owners also includes the technology strategy, oversight, compliance, advocacy, and development compliance artifacts and roadmaps to justify funding. The contractor shall be responsible for developing a Roadmap Development Strategy that takes into consideration the entire A4 CIO Portfolio as well as how best to ensure alignment across the AF Enterprise (e.g. SAF/A1, SAF/A3, SAF/A6, SAF/MG, AFSC, AFMC/A4N, and AFSPC).

For the majority of the approximately 357+ IT systems in use across the worldwide logistics community, the contractor shall provide only incidental support (e.g., standards or best practice advice from an enterprise view). The contractor shall not be required to have expert knowledge of most of these systems, but some knowledge of the LEF systems shall be required. The contractor shall be required to ensure enterprise integration and long-term supportability.

## **2.5 TASKS**

The contractor shall provide support for the task areas and directorates described in greater detail in the subsequent sections. Each task/subtask area is supported by a government lead. The contractor shall work to develop and coordinate working products with the applicable government lead. The AF requires high-quality expertise in planning, coordination, and technical monitor roles. Project Management Support which provides the integration of the task areas is critical.

- a. **Task 1 – Project Management Support** (supports and integrates the entire TO) – The contractor shall be responsible for providing program and risk management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this PWS. The contractor shall identify a TO Project Manager (TOPM) by name, a Key



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Person, who shall provide management, direction, administration, quality control, and leadership of the execution of this TO. This shall include Transition-In and Transition-Out support.

- b. **Task 2 – Enterprise Logistics Mobile Services** -The contractor shall research, analyze, evaluate, and monitor technology, policies, programs, and systems and provide synopses, evaluations, comments, and input for recommendations in support of asset visibility (to include every phase of the supply chain), Commercial Mobile Technology, Office of the Future, and Mobile Enterprise Services Panel.
- c. **Task 3 – Enterprise Logistics IT/Technology Strategy and Integration** - The contractor shall provide functional, managerial, and technical expertise to support the AF A4 IT strategy and policy enterprise, support strategic planning and communication, develop and maintain AF A4 Enterprise Architecture (EA) and data policy, and provide IT / technology innovation and integration/surveillance.
- d. **Task 4 – Enterprise Logistics IT Governance and Management** - The contractor shall facilitate AF A4 Enterprise Logistics IT (ELIT) governance; support other AF, Secretary of the Air Force (SAF), MAJCOM, and DoD IT governance; and provide Authorizing Official (AO) / security and surveillance of systems. This support includes analysis and monitoring of IT System Compliance and Organizational Execution Plans and support for FIAR.
- e. **Task 5 – Support Air Force Continuous Process Improvements (CPI)** - The contractor shall provide managerial, technical, and functional expertise to support the integration of IT efforts, program initiative management, and change management services to the AF A4. This includes support of the CPI objectives in the following areas: strategy, enterprise policy, enterprise governance, strategic communications, process management, and enterprise initiative management.
- f. **Task 6 – Support the Air Force Maintenance and Logistics Enterprise** - The contractor shall provide expertise in AF and Joint Enterprise Logistics Doctrine, strategies, and plans, and provide recommendations, which are aligned with AF governance and strategic plans, for AF logistics transformation efforts. The contractor shall also provide draft documentation as applicable for guidance, implementation, tracking, and/or staff packages and policies.
- g. **Task 7 – Provide LIMS-EV support** – The contractor shall provide support for the LIMS-EV program to include functional requirements development, technical requirements advice, facilitation, and user group support.
- h. **Task 8 – Provide AF A4 Additional As-Needed Support (Optional Task)** – The contractor shall have the capability of providing additional as needed support to meet emerging programs on very short notice within the scope of the AF A4 requirement.

### **2.5.1 TASK 1 – PROJECT MANAGEMENT**

The contractor shall provide project management support to include the management and monitoring of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this PWS. The contractor shall identify a TOPM by name,

to provide management, direction, administration, quality control, risk management, and leadership for the execution of this TO. The TOPM will perform work in the National Capital Region (NCR) at Andrews AFB. The contractor shall provide strategic enterprise-level guidance that integrates all task area support.

#### **2.5.1.1 SUBTASK 1 – COORDINATE A PROJECT KICK-OFF MEETING**

At the FEDSIM Contracting Officer's (CO) direction, the contractor shall assist in coordinating a Project Kick-Off Meeting (**Section 5, Deliverable 01**) within **seven calendar days** after the start of the TO at a location approved by the Government. The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, security issues, travel authorization, and reporting procedures. At a minimum, the attendees shall include Key contractor personnel, representatives from AF A4, the AF A4 Technical Point of Contact (TPOC), the FEDSIM COR, and the FEDSIM CO. The contractor shall present the following at the Kick-Off Meeting:

- a. Transition-In Plan (**Section 5, Deliverable 02**), delivered at project kick off
- b. Introduction of TO team members and capabilities
- c. Overview of TO scope, schedule, and deliverables
- d. Security requirements/access procedures
- e. Invoice procedures
- f. Points of contact
- g. Identified risks (technical, functional, financial, staffing, etc.)
- h. Additional issues or concerns
- i. Draft Project Management Plan with Baseline Quality Control Plan (QCP) (**Section 5, Deliverable 03**), delivered at project kick off

The contractor shall provide a draft copy of the agenda (**Section 5, Deliverable 04**) for review and approval by the FEDSIM COR and the A4 TPOC prior to finalizing. The Government will provide the contractor with the number of participants for the Kick-Off Meeting. The contractor shall provide sufficient copies of the presentation for all attendees.

#### **2.5.1.2 SUBTASK 2 PROVIDE TRANSITION-IN**

The contractor shall update the draft Transition-In Plan provided with its proposal and provide a final Transition-In Plan as required in Section 5 – Deliverables or Performance (**Section 5, Deliverable 02**). The contractor shall ensure that there will be minimum service disruption to Government business and no service degradation during and after transition. All transition activities shall be completed 30 calendar days after approval of the Transition-In Plan. At a minimum, the contractor shall discuss the following:

- a. Project management processes
- b. Points of contact

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- c. Transition of Key Personnel
- d. Schedules and milestones
- e. Actions required of the Government

The contractor shall implement transition-in in accordance with the Government-approved Transition-in Plan.

### **2.5.1.3 SUBTASK 3 – PREPARE A MONTHLY STATUS REPORT (MSR)**

The contractor PM shall develop and provide an MSR (**Section 5 – Deliverable 05**). See **Section 9, Attachment B** for an MSR template. The MSR shall include the following:

- a. Activities during the reporting period, by task (include: on-going activities, new activities, activities completed, and progress to date on all above mentioned activities). Each section shall start with a brief description of the task.
- b. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them.
- c. Personnel gains, losses, and status (security clearance, etc.).
- d. Government actions required.
- e. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- f. Summary of trips taken, meetings attended, etc. (attach trip reports to this MSR for the reporting period).
- g. Accumulated invoiced cost for each CLIN up to the previous month.
- h. Projected cost of each CLIN for the current month.

### **2.5.1.4 SUBTASK 4 – PROVIDE INTEGRATED PROGRAM REVIEWS (IPRs)**

The contractor shall present the MSR at a monthly IPR (**Section 5 Deliverable 06**), to the A4 TPOC and the FEDSIM COR.

### **2.5.1.5 SUBTASK 5 – PARTICIPATE IN AND SUPPORT TECHNICAL AND PROJECT MEETINGS**

The contractor shall participate in technical working groups, technical interchange meetings, and program management reviews, and shall support technical requirements review meetings throughout the period of performance in support of A4 activities. Examples include non-recurring and recurring (on a daily, weekly, or monthly basis) stand-up meetings, IT leadership meetings, project and technical status briefings, requirements reviews, technical exchanges meetings with internal and external organizations, recurring briefings to A4 leadership, and other briefings and meeting support as directed by the A4 TPOC and/or FEDSIM COR. The purpose is to ensure all stakeholders are kept well informed as events transpire, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems, risks, or opportunities. The contractor shall provide Ad-Hoc Status Meeting Minutes (**Section 5,**

**Deliverable 07)** of these meetings, to include attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR.

#### **2.5.1.6 SUBTASK 6 – PREPARE A PROJECT MANAGEMENT PLAN (PMP)**

The contractor shall document all support requirements in a PMP. The contractor shall provide the Government with a draft PMP (**Section 5, Deliverable 03**) on which the Government will make comments. The final PMP shall incorporate the Government's comments. The PMP shall:

- a. Describe the proposed technical approach.
- b. Describe the proposed management approach.
- c. Contain detailed Standard Operating Procedures (SOPs) for all tasks.
- d. Include milestones, tasks, and subtasks required in this TO.
- e. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between Government organizations as appropriate to the task area support.
- f. Include the contractor's Baseline QCP.
- g. Describe in detail the contractor's approach to risk management under this TO.
- h. Describe in detail the contractor's approach to communications, including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government.
- i. Include milestones, tasks, and subtasks required in this TO.

#### **2.5.1.7 SUBTASK 7 – PREPARE TRIP REPORTS**

The contractor shall prepare Trip Reports (**Section 5, Deliverable 08**) for long distance travel. The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of trip, and point of contact (POC) at travel location. Trip reports shall also contain Government approval authority, total cost of the trip, a detailed description of the purpose of the trip, and any knowledge gained. At a minimum, trip reports shall be prepared with the information provided in **Section 9 - List of Attachments, Attachment H**.

#### **2.5.1.8 SUBTASK 8 – PROVIDE TRANSITION-OUT**

The contractor shall develop a Transition-Out Plan (**Section 5, Deliverable 09**) for transitioning and delivering all outstanding material and information from this TO to the Government. The Transition-Out Plan shall identify all Government-Furnished Material (GFM) and Contractor-Furnished Material (CFM) as well as information and material developed during the TO that was used in the execution of this TO. The Transition-Out Plan shall be submitted for Government approval. Upon incorporation of comments and Government acceptance, the contractor shall follow the Transition-Out Plan to transfer all material, information, and rights thereto to the Government.

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The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor and/or Government personnel at the expiration of the TO. The contractor shall provide a Transition-Out Plan No Later Than (NLT) 90 calendar days prior to expiration of the TO.

The contractor shall facilitate and conduct transition-out activities. The contractor shall update support activities delivered or performed under this TO. The contractor shall prepare a final report documenting the status of all ongoing efforts and projects (**Section 5, Deliverable 10**) and a smart book/turnover binder containing copies of all plans, policies, procedures, points of contact, file storage locations for technical diagrams and documentation, and other information requested by the Government (**Section 5, Deliverable 11**). Transition-Out shall ensure no disruption to vital Government business. The contractor shall provide full cooperation in providing necessary operational knowledge to the incoming contractor.

Transition-Out shall include the following:

- a. Project management processes.
- b. Identification of points of contact.
- c. Location of technical and project management documentation.
- d. Status of ongoing technical initiatives and projects.
- e. Incumbent contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel.
- g. Identification of schedules and milestones.
- h. Identification of actions required of the Government.
- i. Establishment and maintenance of effective communication with the incoming contractor and Government personnel for the period of the transition via weekly status meetings.

### **2.5.1.9 SUBTASK 9 - ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING**

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the AF via a secure data collection site. The contractor is required to completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>.

Reporting inputs will be for the labor executed during the period of performance during each Government FY, which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the help desk at: <http://www.ecmra.mil/>.

Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

## **2.5.2 TASK 2 – ENTERPRISE LOGISTICS MOBILE SERVICES SUPPORT**

The contractor shall provide support to the Enterprise Logistics Mobile Services initiative which consists of asset visibility through the use of various technologies and processes across the logistics enterprise as well as the use of mobile technologies that can be leveraged to provide streamlined operation through the elimination of intensive manual processes. These technologies may include either hand carried or accessible from within a mobile carrier, or operating in a wireless environment to communicate data/voice/video supporting AF operations

The contractor shall research, analyze, evaluate, and monitor technology, policies, programs, and systems, and provide synopses, evaluations, comments, and input for recommendations in After-Action Reports (AARs) or point/white/decision papers (**Section 5 Deliverable 12**). The contractor shall support requirements facilitation and development which is accomplished by interfacing between the functional logistics community and solution developers.

The contractor shall draft, review, coordinate, and consolidate AF A4 Directorate input for Federal, DoD, and AF policies, regulations, and procedures and provide input for recommendations for AF A4 consideration as draft policies, point/white/decision papers (**Section 5 Deliverable 12**), or Memos for the Record.

The contractor shall facilitate meetings, forums, and working groups by providing logistical support, developing agendas, briefings, and read-ahead material and producing minutes and action item documents.

### **2.5.2.1 SUBTASK 1 - ASSET VISIBILITY (AV) SUPPORT**

The contractor shall support functional requirements development and enable Automatic Identification Technologies (AIT) use across AF A4 in accordance with OSD direction and guidance, providing stakeholders with comprehensive asset visibility. This includes developing strategies, serving as the AF A4 advocate for AV, monitoring progress of technologies, evaluating emerging capabilities, integrating capabilities, facilitating working groups, and briefing AF leadership on asset visibility program. The contractor shall specifically provide support to the following:

- a. Facilitate and provide support for the monthly Asset Visibility Working Group (AVWG).
- b. Update and maintain the AF Asset Visibility Strategy.
- c. Analyze, provide recommendations, and update the AVWG Terms of Reference (ToR) Document.
- d. Serve as the advocate representative for AF A4 at OSD AV Working Group sessions.
- e. Propose alignment of A4 AIT Pathfinders, approximately four simultaneous occurrences, to the Enterprise Logistics Technology Annex (ELTA) strategy.
- f. Develop methodologies to support Automated Identification and Data Capture (AIDC) technologies.
- g. Recommended policy changes based on best practices through industry collaboration.

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- h. Engage with the Airman Power Innovation program to gain Critical Performance Indicators (CPIs).
- i. Provide support for weekly Enterprise Data Collection Layer (EDCL) meetings.
- j. Support the DoD Item Unique Identification (IUID) Working Group by attending monthly meetings to work issues raised by the field, gathering information, and disseminating it to IUID stakeholders.
- k. Develop recommended responses to answer Government Accountability Office (GAO) Audit Responses, coordinating with appropriate stakeholders on behalf of AF A4.
- l. Maintain the AF A4 IUID Implementation Plan.
- m. Provide recommendations to AF policies and instructions, while coordinating with all stakeholders, necessary for the AF to successfully implement the IUID Implementation Plan.
- n. Support the Enhanced Enterprise Visibility Working Group - Radio Frequency Identification (RFID) In Transit Visibility (ITV) solution for the A4 enterprise.

### **2.5.2.2 SUBTASK 2 - ENTERPRISE MOBILITY MANAGEMENT TECHNOLOGY SUPPORT**

The contractor shall provide enterprise mobility management technology support. Specifically, the contractor shall:

- a. Assist and support conducting and publishing studies and analyses to be used in mobile technology overall management, advocacy, and strategy.
- b. Recommend policy changes based on industry and DoD collaboration.
- c. Provide guidance, direction and technical assistance, and administrative meeting support to the quarterly Mobile Capabilities Forum.
- d. Assist with conducting and publishing studies and analyses to support use cases for Internet of Things (IoT) and wireless technologies.
- e. Determine feasibility of utilizing current commercial technology to satisfy A4 function requirements through evaluation of mobile technology, including mobile operating systems, handheld hardware, data synchronization methods, enterprise applications with which the mobile applications communicate, types of transaction data uploaded/downloaded to/from the mobile device, mobile middleware, wireless coverage, and mobile device management.

### **2.5.2.3 SUBTASK 3 – PROVIDE “MOBILE OFFICE OF THE FUTURE” CONCEPT SUPPORT**

The contractor shall support AF A4’s mobile Office of the Future concept. This concept will enable the Airman to utilize technologies to streamline operations and increase productivity and operational efficiencies. This concept introduces disruptive technologies into the knowledge worker’s workspace to provide efficiencies. This includes technology-enabling activities that

support enterprise collaboration, global content access, ubiquitous presence, and task simplification. The contractor shall provide expert technical advice and support to:

- a. Develop partnerships with Federal labs, industry, and academia to accelerate the employment of innovative and disruptive (i.e., change of the status quo) technologies.
- b. Engage users to identify and develop requirements.
- c. Describe AF A4 functional requirements for knowledge work.
- d. Support development of technical scenarios/profiles.
- e. Pilot implementation and device testing documentation, consolidate and assess results, and provide recommendation to deploy across AF A4 staff.

#### **2.5.2.4 SUBTASK 4 - MOBILE ENTERPRISE SERVICES SUPPORT**

Mobile technology includes capability that can be used in a moving or mobile environment, either hand carried or accessible from within a mobile carrier, or operating in a wireless environment to communicate data/voice/video supporting AF operations. The contractor shall review, assess, and document recommendations pertaining to selection of existing enterprise applications that currently support mobile users; this includes the business purpose and role (e.g., system of record versus system of engagement), user communities, supported transactions, supported reports, and business rules. The assessment activities shall involve the high-level review of application architecture, logical data model, supported authentication methods, relationship with upstream and downstream systems, and external system interfaces and Application Programming Interfaces (APIs).

The contractor shall provide expertise for the development and deployment of mobile AIT/AIDC solutions to automate processes at the package/parcel level. The contractor shall also be responsible for integrating edge transactions with third-party logistics (FedEx, United Parcel Service (UPS), DHL, etc.) and the end-to-end supply chain management of the Defense Logistics Agency's (DLA) nine supply chains, providing logistics and materiel process management policy, guidance, and oversight while conducting continuous assessments of supply chain performance.

The contractor shall:

- a. Coordinate with SAF/A6 and other organizations through the weekly AF Mobile Enterprise Services Panel (MESP) governance body to facilitate AF A4 requirements at working-level meetings among the AF staff. The contractor shall provide suggestions to the Government regarding relevant topics, develop meeting agendas, schedule events, and synopses of issues discussed.
- b. Engage AF functional community to identify and document requirements.
- c. Support development of technical scenarios/profiles.
- d. Provide mobile enterprise services pathfinder support in evaluating, managing, and preparing strategies for Enterprise Mobility Management (EMM) and AIDC requirements, implementation plans, obtaining and defending funding, and executing pathfinder activities.



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The contractor shall develop recommended practices for mobile applications that read bar codes and/or passive RFID (pRFID). The contractor shall develop recommended software design and development practices to support continuing evolution of mobile Oss and define enterprise-level process steps for mobile utilizing Agile techniques. At a minimum, supported mobile operating systems shall include iOS, Android, and Windows. Supported mobile devices shall include handhelds and tablets. The contractor shall define mobile security reference architecture for single mobile platform, cross-mobile platform, and mobile browser applications that addresses confidentiality, integrity, and resiliency of data at rest and data in transit.

In support of enterprise application integration, the contractor shall define standards for how mobile applications should integrate with enterprise applications that are on-premises, in a managed hosting environment, or in a military (Mil)/public cloud. The contractor shall define requirements and use cases for mobile middleware. The contractor shall develop API standards for future enterprise applications to simplify integration with mobile applications. The contractor shall develop decision framework to enable the AF to select the best enterprise application integration approach for a given use case. The contractor shall develop a high-level approach to developing, extending, and/or creating a wrapper around legacy system interfaces to enable communications using modern preferred API standards (e.g., Representational state transfer (REST), Simple Objective Access Protocol (SOAP), Message Queue Telemetry Transport (MQTT)) and platforms such as Kony, Mobile First, and Amazon.

In support of mobile authentication, the contractor shall define standards for how mobile users, devices, and applications should authenticate to the wired network, enterprise Wi-Fi network, private Long Term Evolution (LTE), and when accessing the AF enterprise network via an internet remote-access connection.

The contractor shall support wireless communication and capture requirements across the AF LEF operations, and shall:

- a. Assess Federal/DoD, public, and private sector wireless solutions analysis and associated policy and provide recommendations to decision-makers.
- b. Provide analysis regarding the AF LEF enterprise to leverage existing Wi-Fi infrastructure and commercial LTE to create continuous coverage across all operating locations deemed to require reliable signal coverage.
- c. Provide recommendations for DoD and public sector policy and system objectives/risks for FirstNet.
- d. Develop recommendations to address challenges pertaining to Land Mobile Radio (LMR), Cellular/LTE, and unlicensed spectrum propagation characteristics, to include logarithmic analyses related to path loss and reliable range.
- e. Research and provide recommendations to existing/new United States (U.S.) Federal Communications Commission (FCC) policies on matters related to 47CFR.
- f. Consult on and render solution recommendations for challenge areas, which contain wireless components (e.g., AIT including RFID technology that operates under the low emission rules and regulations governed under 47CFR Part 15). Some examples include:
  1. Selection of active or passive technology

2. Tag polarization
3. Transponder antenna gain
4. Tag size and tag chip sensitivity

### **2.5.3 TASK 3 ENTERPRISE LOGISTICS IT/TECHNOLOGY STRATEGY AND INTEGRATION SUPPORT**

The contractor shall support development of Enterprise Logistics IT strategy, policies, and communications plans, to include development of the Technology Annex to the AF A4 Integrated Flight Plan.

#### **2.5.3.1 SUBTASK 1 - IT STRATEGY SUPPORT**

The contractor shall provide facilitation, continuous process improvement, and Configuration Management (CM) technical services to assist in the development of a comprehensive Enterprise Logistics IT strategy on behalf of the A4 CIO and the CIO Support Division.

AF A4's technology strategy support – AF A4 is taking a comprehensive approach to instantiating technologies, to include IT, to better support the ACS mission. The contractor shall provide the following support:

- a. Collaborate with AF leaders (e.g., MAJCOM Commanders, Center Commanders, and Air staff Leadership) to build a shared perspective of the state of AF Enterprise Logistics IT. This may include sessions (including off-sites as required) with these leaders to advance construction of an Enterprise Logistics IT Strategic Plan.
- b. Facilitate continuous process improvement (e.g., CPI, Agile methodologies) meetings with senior AF Logistics leaders. The effort shall include proven methods of understanding complex group dynamics with respect to senior executives. This includes education of best practices in process reengineering efforts for large scale IT programs.
- c. Assist with development of an Enterprise Logistics IT strategy and identification of subsequent CPI process improvement projects that align to that strategy.
- d. Provide engineering, financial, and data analysis to align AF processes, organizational structures, career fields, and training to align with joint Logistics doctrine.
- e. Conduct assessments and analyses by providing input to assist senior leadership to develop and implement an AF Enterprise Logistics IT Concept of Operations (CONOPS).
- f. Assist with development of a structure for a strategic communications plan to socialize Logistics IT policy additions/changes as well as technology integration so as to lead to enterprise transformation on direct behalf of the AF A4 CIO and staff.

#### **2.5.3.2 SUBTASK 2 - IT POLICY SUPPORT**

The contractor shall provide standardized AFI 33-360 policy expertise to update and support the A4 CIO and staff logistics system integration policy. This policy shall be in accordance with overarching AF A4 CIO, AF, and DoD policies. The contractor shall:

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- a. Support coordinating and completing iterations of draft policies, organizing and planning Integrated Project Teams (IPTs), and coordinating with various AF stakeholders.
- b. Support technical writing and editing of guidance memorandums, draft and final AFI updates, as well as new AFIs in accordance with AFI 33-360.
- c. Draft coordination packages for signature.
- d. Support the development, integration, and quality control of enterprise and functional policy written within AF A4P in order to address new initiatives.
- e. Assist with development and coordination of guidance memorandums for logistics IT and support and coordinate new logistics policies.
- f. Research and provide recommendations to existing policy to support Logistics IT requirements.
- g. Analyze policy changes for adherence to congressional, OSD, AF, and AF A4 policy, guidance, and strategy.
- h. Coordinate with AF, OSD, A4 leadership, and other industry and Government experts to ensure comprehensive and accurate logistics IT policy development.

### **2.5.3.3 SUBTASK 3 - STRATEGIC PLANNING AND COMMUNICATION SUPPORT**

The contractor shall support AF A4 strategic planning by developing policies and procedures for corporate AF A4 objectives and guidance to implement information systems modernization and integration efforts. The contractor shall provide technical and management support for the planning, execution, and reporting of strategic planning issues by providing the following support:

- a. Collaborate with Program Element Monitors (PEMs), Air Staff organizations, MAJCOMS, and Core Function Leads to develop funding requirements for A4 Capabilities (e.g., Multi Domain Logistics Command and Control (MDLC2).
- b. Develop recommended roadmaps to align A4 capabilities to resourcing requirements, provide analysis and identification of capability gaps and Program Objective Memoranda (POM)/planning shortfalls, and propose a path forward for seamless execution across the enterprise. This includes, but not limited to: Developing supply, maintenance, product support, deployment and distribution, and MDLC2 capability and technology roadmaps with time-phased resource plan (**Section 5, Deliverable 13**).
- c. Provide subject matter expertise for the drafting, coordinating, maintaining, and revising AF Strategic Plans while working in collaboration with AF Logistics and Technology strategy, governance, and policies.
- d. Monitor Congressional law, OSD and AF guidance, regulations and direction, and emerging commercial technologies and business practices to evaluate the impact to the AF A4 strategy, making recommendations for strategy updates. The contractor shall draft supporting documentation, maintaining the currency of the AF A4 strategy.

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- e. Evaluate information systems' progress toward meeting strategic goals and objectives and report on consistency and recommended corrective actions as needed.
- f. Perform change management activities to ensure key stakeholder engagement and strategy discipline.
- g. Define a target baseline (as-is state) and develop metrics to track progress toward approved AF A4 CIO objectives.
- h. Monitor, assess, and provide input for recommendations on strategic plans for the insertion and integration of emerging technology into AF systems, concepts, capabilities, and activities.

The contractor shall provide expert strategic communications support, project management, training course development, and training/communication products. The contractor shall provide the following support:

- a. Develop strategic communications for senior leader (e.g., AF A4, A4 CIO) engagements with industry, A4 Congressional Liaisons, AF, and DoD.
- b. Assist with development and update of any web-based training course materials and products to support the task area.
- c. Assist with development and update of strategic communications products (e.g., A4 CIO presentations, IT Governance products, Enterprise Logistics Governance (ELG) products), including 101-level briefings, Fact Sheets, Meet-Sheets, Strategic Plans, Communication Guides, stakeholder analysis, organizational readiness assessment, strategic communications strategy (leadership alignment and stakeholder involvement), and Capability Assessments.
- d. Update strategic communications including organizational portal web pages and SharePoint sites as needed.
- e. Complete strategic communications surveys (e.g., stakeholder analysis).
- f. Resolve strategic communications issues, prepare corrective action plans, and track results.
- g. Provide strategic communications expert support to individual initiatives to develop strategic communications plans and review strategic communications products.
- h. Assist with developing and maintaining strategic communications-related assessments, reports, communication documents, management documents, briefings, etc.
- i. Coordinate strategic communications support/activities with the MAJCOM CM representatives.
- j. Coordinate responses for logistics support studies accomplished through the Project Air Force (PAF).

#### **2.5.3.4 SUBTASK 4 – PROVIDE TECHNOLOGY EVALUATION AND INTEGRATION SUPPORT**

Part of the overall AF A4 CIO function and enterprise functional portfolio management role is the evaluation of new technologies that may supplement/replace older systems/programs. An example may be use of commercial mobile devices or other modern systems. The contractor shall remain engaged in new industry techniques, systems, etc. that may be of value to the AF logistics community. The contractor shall provide analytical and programmatic support for technology evaluation and integration. This support requires an in-depth ability to analyze and evaluate current and emerging technologies, Commercial Off-the-Shelf (COTS) software, or Government Off-the-Shelf (GOTS) software for potential insertion into existing systems or information systems under development. The contractor shall monitor and provide periodic assessments of the accomplishment of logistics information systems modernization and integration plans, make recommendations for changes, and implement approved strategies. The contractor shall provide the following support for this subtask:

- a. Provide general A4 CIO and CIO Support Division support and portfolio management; ensuring advocacy and alignment of roles and responsibilities across the A4 IT and technology domain. The goal is the quantification and institutionalization of previous technology efforts (to include, but not limited to, data analysis, EA, etc.), enabling measurement and objective evaluations of potential projects/initiatives investments against the mission. The following steps should be documented and developed:
  1. Risk profile analysis, developing and documenting what needs to be measured, what risks are associated with the project, and how to best implement/integrate based on these factors.
  2. A4 decisions on the diversification of projects, infrastructure, and technologies with a mechanism to judge the level of investments on the basis of how investments should be made in various elements across the portfolio.
  3. Continuous alignment with CIO business goals (highest levels of organizations should have buy-in in the portfolio).
  4. Continuous improvement along with recommendations for long-term sustainability (lessons learned and investment adjustments).
  5. Aiding in the alignment of AF technology (to include IT systems) investments to evaluate these investments against not only the AF standards and vision, but the A4 CIO as well. The intent should be improving the visibility and management of resources allocated for technology as well as enabling AF A4 to assess, prioritize, and allocate funding for technology, identifying redundancies, and opportunities for increased efficiencies. Overall, ensuring A4 portfolio investments align with mission requirements at the right level of risk and cost.

#### **2.5.3.5 SUBTASK 5 – PROVIDE ENTERPRISE ARCHITECTURE / DATA POLICY SUPPORT**

Without a holistic view that encompasses the many detailed views of the logistics enterprise, logistics leaders are making business decisions based on inaccurate and incomplete information.

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With constrained resources (e.g., manpower, funding) for the foreseeable future and increased compliance requirements, making informed business decisions is essential to executing funds and allocating resources. The AF's Logistics Business Enterprise Architecture (LogBEA) is the single authoritative source that clearly defines the operation and systems architecture models for AF logistics compliance with the DoD and AF BEA. The LogBEA effort is a top-down and bottom-up approach with focus on reusing existing EA to create a notional as-is architecture. From this architecture, the goal is to build a plan to accommodate the AF's primary strategy for transforming AF Logistics' IT to better inform IT business investment decisions. Using the existing Supply Chain Operational Reference (SCOR) models, and other system and initiative created artifacts, the LogBEA captures the high-level needs and expectations of the stakeholders and users across the AF's logistics communities and details the high-level features required in order to meet those needs and expectations. The contractor shall provide the following support for this subtask:

- a. Review, draft, revise, coordinate, and consolidate AF A4 Directorate input for Federal, DoD, and AF policies, regulations, and procedures and provide input for recommendations for AF A4 consideration as draft policies, point/white/decision papers (**Section 5 Deliverable 12**), or Memos for the Record.
- b. Coordinate with OSD, AF CIO, Deputy Undersecretary of the AF, Management (SAF/MG), Air Force Material Command (AFMC)/A6, System Program Offices (SPOs), MAJCOM A4s, other functional areas, and other services from an architectural prospective to implement the Portfolio Management (PfM) process and provide input for recommendations for reducing the number of IT applications and databases in the AF. This shall include management and administration of the AF A4 PfM working group and representation of architectural views to support the associated board and panel.
- c. Support working groups through status, coordination, and related meetings, focusing on the architectural aspects of the AF A4 PfM process, to include preparing conference agendas/discussion topics, presentation/briefing packages, meeting minutes, and Program Office-related point papers/white papers (**Section 5 Deliverable 12**).
- d. Perform architectural analysis and modeling that provides input for architectural artifacts (e.g., views). The contractor shall store the artifacts in AF repositories (e.g., the AF Enterprise Information Technology Data Repository (EITDR)).
- e. Utilize industry-standard best practices to analyze the AF A4 portfolio and provide input for recommendations to reduce the number of IT applications and databases in the AF. The contractor shall analyze and summarize AF A4P Portfolio statistics, maintain metrics relevant to the portfolio management process, and create presentations of those metrics. The Government uses the System Architect tool which will be provided as a Government-furnished tool.
- f. Identify, support, and develop EA components (such as operational views, system views, and technical views) and demonstrate how they can be utilized in the PfM process.
- g. Coordinate with the OSD Deputy Chief Management Officer's (DCMO) office, Air Staff functional areas, the AF A4 SPOs, MAJCOMs, other services, OMB, and OSD in

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preparing, reviewing, and coordinating, from an architectural prospective, AF A4 Capital Investment Reports and assisting the AF CIO in evaluating and prioritizing systems.

- h. Analyze all existing EA artifacts to include SCOR models, legacy deconstruction data, and other system/initiative-created artifacts to create the LogBEA and other refinements required to achieve evolving logistics transformation objectives and provide input for recommendations for improvements or enhancements. The contractor shall provide input for recommendations regarding PfM integration.
- i. Collaborate with Government functional policy counterparts in Air Staff functional areas, SAF/MG, the AF A4 SPOs, MAJCOMs, other services, OMB, and OSD to ensure that current policy supports the LogBEA logistics processes that inform and update the AF BEA and DoD BEA and that ensure AF-specific logistics processes are created.
- j. Monitor public law for changes in EA policy issues and advise the AF A4 CIO and staff on issues related to the EA. The contractor shall develop architecture development strategies and approaches for the Directorate of Resource Integration.
- k. Monitor changes and developments in the Federal EA, the DoD BEA, the Federal and DoD CIO Councils, and developments and innovations in the private sector, notifying the CIO and staff of changes that may affect AF A4 CIO.
- l. Identify and evaluate A4 applications and tools to ensure they are compliant with the logistics EA.

### **2.5.3.6 SUBTASK 6 - PROVIDE DATA STRATEGY & MANAGEMENT AND TRANSPARENCY SUPPORT FOR AF A4 INITIATIVES AND TRANSFORMATION EFFORTS**

The AF is continuing to transform the way logistics is accomplished via a number of initiatives and projects to ensure that airmen receive the right support at the right place at the right time. In order to accomplish this, increased emphasis must be made toward data, to include, but not limited to, data analytics, big data, and data standardization. Appropriately implemented data governance and accuracy are foundational to supporting the architectural and strategic design efforts of the AF A4 CIO and the A4 enterprise as a whole. The A4 supports transforming the current state of the AF IT infrastructure to a net-centric approach based on the development and use of semantically enabled services within an open services architecture. This transition shall help ensure the elimination of redundancy in IT solutions, standardization of processes/procedures, and provide enterprise services.

The contractor shall support the effective and efficient implementation of AF A4 CIO data exposure services to a multitude of communities and platforms to include, but not limited to, Defense Information Systems Agency (DISA) environments and commercial and Government clouds. The goal is to facilitate efficient and effective data retrieval and gathering across organizations. Data management is critical to the successful enablement of the modernization and transformation approach. Working with MAJCOMs, SAF/A6, and Joint community, the contractor shall develop Data Quality Strategy Standards (**Section 5 Deliverable 21**) in support of future state constructs, to include, but not limited to, re-hosting to commercial environment,

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development of data analytics requirements, and standardization to increase transformation across the enterprise. Specifically, the contractor shall provide the following support:

- a. Provide expertise in both structured and unstructured data to deliver enterprise strategies and implementation plans with specialized insight in such areas as data analytics, data mining, predictive analytics to aid in the standardization, and integration and operational requirement development across the enterprise through the direct support of the AF A4 CIO and staff.
- b. Assist the AF A4 CIO and staff in resolving enterprise data ownership and use conflicts.
- c. Coordinate with AF internal and external agencies to ensure logistics-related data is authoritative and exposed as outlined in the Secretary of the Air Force Chief of Staff (SECAF CSAF) Air Force Information and Data Management Policy.
- d. Provide technical and functional support to meet the data management objectives of the AF Community of Interest (AF COI) and other governance structures (i.e., AF COI Coordination Panel, enterprise Senior Working Group (eSWG), and the Deputy Chief Management Officer-SAF MG).
- e. Prepare input to draft AF COI, AF A4 CIO, and SAF MG data management strategy and policy for review and approval by AF A4 CIO.
- f. Support implementing the AF COI's governance, guidance, and strategy supporting DoD, AF A4 data strategies and visions, as well as OSD, DoD, USAF guidelines, policies, and strategies.
- g. Reach out to organizations to familiarize them with AF A4 data management and transparency policies.
- h. Assist the AF COI in identifying enterprise authoritative data and designating authoritative data sources.
- i. Assist the AF COI in identifying enterprise master data and metadata in support to the AF A4 CIO and staff.
- j. Evaluate AF A4 data for accessibility to all users except when limited by laws, regulations, policies, classification, or other DoD requirements.
- k. Assist with development of vocabulary for semantic metadata that describes AF A4 information assets and facilitates common usage between organizations.
- l. Coordinate all AF Log COI activities as outlined in the AF Log COI charter.
- m. Assist with integration of other AF and Joint initiatives in data management and data strategy during data migration requirements and exploitation efforts.

### **2.5.3.7 SUBTASK 7 - PROVIDE TECHNOLOGY INNOVATION AND INTEGRATION SUPPORT**

AF A4 is transforming the way logistics is accomplished via a number of initiatives and projects to ensure that Airmen receive the right support, at the right place, at the right time. In support of these initiatives the A4 CIO Support Division enables and assists these initiatives to ensure that



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existing and future information systems and applications are brought into and maintained within an approved AF and A4 EA. This transition shall help ensure elimination of redundancy in IT and technology solutions and provide enterprise services. One effort current effort underway is the consolidation/rationalization of approximately 357+ IT systems across the LEF portfolio, migrating and modernizing legacy applications to Common Computing Environments (CCE), and implementing an Agile cloud infrastructure to set the stage for Synthesized Logistics Information (SLI) and Multi-Domain Logistics Command and Control (MDLC2). However, this is only one piece of a larger technology transformation to truly optimize mission generation that includes system migration (consolidation/re-host), establishing new operational effects and a culture and processes that fully enable innovation at the edge. The three main focus areas of this transformation to optimize mission generation are system migration and re-hosting, establishing new operational effects, and innovation. The fundamentals for how this is done will be accomplished will be through the establishment of an Agile framework and governance. The contractor shall provide subject matter knowledge and management expertise to AF A4's ongoing integration and innovation efforts by performing the following information systems integration support for the AF A4 CIO and staff:

- a. Establish LEF Enterprise technical reference architecture and design patterns for an Agile framework by which all future A4 applications will be delivered and integrated. Assist A4 CIO and staff to institutionalize process to govern in accordance with A4 Enterprise technical architecture design patterns and provide expert technical support to A4 CIO staff to oversee technical architecture development and ensure consistent implementation.
- b. Provide subject matter expertise and technical advice for technical innovation, engineering, and technical architecture. Provide enterprise and solution architecture support to develop and oversee the technical blueprint and design patterns for the A4 enterprise, assist in the translation of functional capability into the functional and technical architecture for that capability, lead the definition of the enterprise technical architecture framework, and provide governance advice over the implementation and management of that framework.
- c. Establish and institutionalize end-to-end Agile technology insertion process to improve field ops effectiveness and efficiency. LEF enterprise working within the AF ecosystem delivers the right capability to the field in weeks and months using Agile and innovative technologies and methodologies.
- d. Work with MAJCOMS, Program Offices, SAF/Financial Management (FM), SAF/Acquisition (AQ), Life Cycle Management Center (LCMC), etc. to develop documentation (e.g., Program Guidance Memorandums, application migration support, de-activation plans) to collapse/consolidate/re-host IT systems as identified.
- e. Provide management, facilitation, and oversight of the Enabling Execution Expertise (E3) team (an IPT), which consist of subject matter experts from stakeholders, as it correlates to the consolidation/rationalization of systems across the A4 CIO portfolio.
- f. Develop and document recommendations for instituting repeatable, Agile rationalization, consolidation, and re-host methodology. This effort will include, but is not limited to, the development of business rules, health assessments, and Plan of Actions and Milestones

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- (POA&Ms) (with timelines, resource planning, communications planning, etc.), ultimately packaging, staffing, and providing to AF senior leadership for approval.
- g. Develop standardized processes to strengthen decision-making with timely, accurate data in order to improve reliability, increase agility, and operator performance across the enterprise.
  - h. Assess and document data analytic requirements, evaluate options for re-hosting applications/IT systems through leveraging best-of-breed technology.
  - i. Provide in-depth knowledge and expertise of A4 legacy systems/infrastructure and next-generation IT and technology.
  - j. Develop recommendations on implementing sustainable A4 Agile end-to-end development, acquisition, and sustainment processes for technology.
  - k. Analyze Federal, DoD, and AF policies, regulations, and procedures and provide recommendations to (1) facilitate strategic direction, (2) evaluate policies, methods, and approaches that support the overall AF CIO guidance, (3) provide recommendations on prioritization of policies to implement, and (4) inform development of supporting roadmaps; this includes, but is not limited to, a Technology Integrated Roadmap (TIR).
  - l. Provide best-practice advice on acquisition and life cycle management to assist AF functional area leaders, MAJCOM/Combat Command (CC), and other senior MAJCOM management to facilitate acquiring and managing IT in accordance with AF CIO policies and procedures.
  - m. Monitor new, developing, and major modifications to existing functional systems to ensure that Authority to Connect, Interim Authority to Test, and Authority to Operate (ATO) are adequately assessed from an enterprise perspective.
  - n. Develop, monitor, and ensure performance measures are prescribed, implemented, and institutionalized to measure how well the AF A4 IT systems and technology support mission performance and strategic objectives and provide input for recommendations on whether to continue, modify, or terminate IT programs or projects.
  - o. Coordinate policies and procedures with the A4 offices and evaluate AF A4 technology and IT initiatives to ensure the initiatives contribute to the success of the AF and are consistent with AF A4 strategic plans.
  - p. Analyze operating platforms, assist in establishing priorities for future funding actions, and recommend alternate solutions to problems, processes, and procedures.
  - q. Assess DoD and AF doctrine, CONOPS, employment, and execution, and other related documents for proper representation of aerospace capabilities, policies, practices, and the evolving war-fighting integration from the AF A4 CIO perspective.
  - r. Monitor activities related to changes in Investment Review Board (IRB) guidance and the eSWG.
  - s. Monitor and evaluate commercial standards and industry business strategies, and develop a Commercial Business Assessment Report (**Section 5, Deliverable 13**), in order to

identify those that may affect or relate to AF IT logistics systems, thereby increasing agility, innovation, and overall transformation across the enterprise.

- t. Analyze and evaluate current and emerging technologies, COTS software, or GOTS software for potential insertion into existing systems or information systems under development (**Section 5, Deliverable 13**). The contractor shall monitor and provide periodic assessments of the accomplishment of logistics information systems modernization and integration plans, make recommendations for changes, and implement approved strategies.

Attend and provide (Subject Matter Expert (SME)) explanations at IT Initiatives Functional Working Group meetings, Advanced Concept Technology Demonstrations, OSD/JCS Information Systems meetings, and Transportation Command (TRANSCOM) and DLA forums, symposiums, and meetings.

#### **2.5.3.8 SUBTASK 8 - PROVIDE EXPLOITATION SUPPORT**

The contractor shall assist the AF A4 CIO, Air Staff functional leads, Portfolio Managers, and AIS Program Managers with requirements opportunities to the AIS's/business areas by integrating and leveraging enterprise services. This not only includes existing services that are available on DISA and MILCLOUD but also the pursuit of other enterprise and/or commercial services. The contractor shall ensure consistency of requirements with the current environments and work towards aligning future environmental needs to ensure continuous support, sustainment, and integration across the enterprise. Specifically, the contractor shall:

- a. Ensure logistics information requirements are defined and refined with enough specific details to obtain solutions that do not duplicate on-going initiatives and ensure standardization across the enterprise. Artifacts of complete detailed requirements may consist of Performance Reference Model (PRM)/Business Reference Model (BRM)/Services Reference Model (SRM)/Data Reference Model (DRM) artifacts, requirements traceability matrix, and wireframes or clickable prototypes for more complicated initiatives. After the initial analysis, the contractor shall coordinate the details set of requirements with the affected Air Staff functional leads, governance groups, Portfolio Managers, and AIS Program Management Offices (PMOs). This coordination will include an AF A4 CIO decision on what level of requirements artifacts are required.
- b. Support a joint team with functional representatives from Air Staff A4 Divisions, hosting environments (e.g., DISA, MILCLOUD, and commercial services), LIMS-EV, and other PMOs to analyze cross-functional A4 Business Intelligence and other requirements, and provide recommendations for most effective implementation utilizing enterprise services.

#### **2.5.3.9 SUBTASK 9 – PROVIDE WEB SERVICES DEVELOPMENT SUPPORT**

The contractor shall develop IT strategy which describes a more Agile approach to develop and maintain web services across the enterprise, enabling sharing of business logic, data, across networks, and providing specific end-user functionality across different applications.

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The contractor shall describe the methodology and associated process, tools, and techniques required to ensure lifecycle management, security (to include cyber security), integration, and performance of web services, as well as evaluate feasibility for multiple platforms. The contractor shall provide the following support:

- a. Prepare data for exposure as information asset payloads according to generally acceptable government or commercial business practices.
- b. Expose data from modern, distributed, web-based applications for use in enterprise-wide services.
- c. Apply Web Services (WS) Security Policies (WS-\* standards).
- d. Use SOAP.
- e. Develop/use XML schemas.
- f. Use Integrate Development Environments (IDEs) and other tools.
- g. Publish services for Universal Description Discovery and Integration (UDDI).
- h. Provide security for web service control, to include validation and verification.
- i. Utilize Java and the Java 2 Enterprise Edition (J2EE) platform to develop web services.
- j. Utilize the DOTNET (.NET) framework to develop web services.
- k. Apply Industry best practices for IT integration/management (e.g., Agile methodology).

### **2.5.3.10 SUBTASK 10 – PROVIDE MONITORING AND ADVISE IN SUPPORT OF MIGRATION AND TRANSITION OF AF A4 SYSTEMS**

The contractor shall provide functional and technical input to support monitoring and guidance for migration of core AF A4 CIO systems for full integration onto the MILCLOUD, Commercial Cloud, or other fully accredited environments. The contractor shall provide system and hosting environment expertise in order to ensure the AF is addressing appropriate issues and is effectively managing the risks of the migrations/transitions. The systems identified for migration or Reduced Sign-On (RSO) consist of combinations of configurations, from custom-coded applications and databases to COTS products configured for installations or logistics functional needs. The systems are in varying stages of completion, from fully sustainable to partially configured or modular parts. The contractor shall work with program offices to provide analysis and recommendations for migration to the most appropriate hosting platform for each system/capability in order to most effectively leverage enterprise services, improve performance, and reduce long-term operational and sustainment costs across the A4 portfolio.

The contractor shall provide support to AF A4, AF A4 CIO, (Program Executive Officer (PEO) Command, Control, Communications, Intelligence and Networks (C3I&N), PEO Budget Estimate Submission (BES)), and MAJCOM organizations. The contractor shall provide expertise for information requirements identification, planning, analysis, and management in support of EA, portfolio, and data management initiatives. The contractor shall provide integration support to AF A4, SAF A6, SAF MG, and other AF elements as needed.

The contractor shall also provide support to PACAF A4 to include supporting the Logistics Common Operating Picture (LOGCOP), which includes personnel onsite at Hickam AFB. The LOGCOP business intelligence tool unites logistics from all branches of services into “One Version of Joint Logistics” for the Warfighter. This is an operational Secret Internet Protocol Routing (SIPR) environment using authoritative data from A4 and fully leveraging LIMS-EV, Global Ammunition Control Point (GACP), and TRANSCOM data.

**2.5.3.11 SUBTASK 11 – PROVIDE IT LEGACY RESTORATION DEVELOPMENT, INTEGRATION, AND SUSTAINMENT SUPPORT**

The contractor shall support the requirements for IT legacy restoration efforts through assisting with definition and analysis of the development, integration, and sustainment of A4 applications to a multitude of platforms to include, but not limited to, DISA, MILCLOUD, and other commercial services. This shall be accomplished via the oversight of the AF A4 CIO and staff. Specifically, the contractor shall provide the following support:

- a. Using commercial best practices (e.g., Agile methodology) and in alignment with DoD and AF policy, the contractor shall provide expert support to assist with requirements development for modernization and sustainment programs.
- b. Provide advice on program management and facilitation to integrate legacy and modernized IT platforms using Agile requirements and development methodologies.
- c. Work with AF/DoD representatives to develop and maintain coordinated, resourced capability delivery IT and technology roadmaps to deliver new operational effects to the warfighter, consolidate and migrate systems to existing Agile frameworks, and provide innovation opportunities utilizing an Agile framework and governance. Recommend strategic, operational, and tactical approaches to implementation.
- d. Assist users in preparing life-cycle documents that define organization needs using the templates identified.
- e. Provide input to draft A4 policy for review and approval by AF A4.
- f. Prepare budget artifacts, briefings, and estimates for the AF A4 CIO and staff, in coordination with PEMs, MAJCOMs, and other AF stakeholders, to support strategic, operational, and tactical plans
- g. Collaborate with functional domain representatives to gather, analyze, and evaluate solutions for content requirements and content/applications/data management. The solutions shall integrate cross-functional business and technical requirements to ensure logistics data transparency and ensure AF A4 data presented is accurate, timely, and available.
- h. Provide technical expertise in support of monitoring and guidance activities for migrating software written in a variety of languages and support by a variety of commercial databases to Amazon Web Services, DISA, MILCLOUD, or other selected data warehouses and hosting environments.
- i. Identify non-registered Automated Information Systems (AIS) and foster customer registration and education and/or enforcement of AF A4 CIO Data Guidance.

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- j. Assist the 441st Vehicle Support Chain Operations Squadron (441 VSCOS formerly VEMSO) with data cleansing efforts resulting from the conversion of vehicle data from four independent legacy systems (CARS/On-Line Vehicle Information Management System (OLVIMS)/Integrated Logistics System – Supply (ILS-S)/Air Force Equipment Management System (AFEMS)) to the Defense Property Accountability System (DPAS).
- k. Draft and/or revise commercial cloud, app environment user training to illustrate A4 capabilities/tools.
- l. Provide training products (video, tutorials, Frequently Asked Questions (FAQ), scripts, etc.) to assist users on all AF A4-created capabilities and tools, as needed.
- m. Ensure transformation and reengineering of A4 applications, tools, and web content comply with hosting environment requirements like Hill Cloud, and/or Commercial Services or DISA Rapid Access Computing Environment (RACE). The contractor shall validate this compliance throughout the Services Development and Delivery Process (SDDP) (i.e., from high-level performance requirements through detailed data and technical requirements) using an Agile methodology.
- n. Provide analytical and technical monitoring and SME support to program managers and logistics functional managers as IT systems are reengineered/technically refreshed/re-hosted to locations such as AF, Hill Cloud, and/or Commercial Services.
- o. Provide assistance to A4 users to gather and document their requirements in terms of functional needs analysis, business cases, analysis of alternatives, and capability documents.
- p. Provide technical expertise in support of monitoring and ensuring compliance of A4 applications with Agile cloud environment.

### **2.5.4 TASK 4 – ENTERPRISE LOGISTICS AND IT GOVERNANCE AND MANAGEMENT SUPPORT**

On behalf of A4 CIO, AF A4 is implementing functional PfM for AF Logistics IT investments to assess, evaluate, and govern against the AF ELTA. PfM will standardize processes and data while improving security; strengthen decision making processes; enhance sense; analyze and respond capability; and increase ability, performance, and reliability. AF A4's PfM process will improve the visibility and management of resources allocated for IT while enabling the AF A4 to assess, prioritize, and allocate funding for IT as well as to identify redundancies and opportunities for increased efficiencies. Additionally, PfM ensures IT investments align with mission requirements at the right level of risk and cost. The contractor shall assist the AF A4P Functional PfM Lead by implementing and managing AF LEF in accordance with SAF/A6 (AF CIO) and SAF/MG (DCMO) guidance and policy.

#### **2.5.4.1 SUBTASK 1 – PROVIDE ELIT GOVERNANCE AND ORGANIZATIONAL SUPPORT**

The contractor shall provide support to the ELIT governance process. The contractor shall provide expertise in program management, standard processes, technical writing, AF Logistics,

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and CPI. The contractor shall provide facilitation, CPI, and Change Management (CM) technical services to the AF ELIT Governance to include the Enterprise Logistics IT Board (ELITB), the Enterprise Logistics IT Working Group (ELITWG), and other bodies or AF A4 Directorates as required.

The contractor shall review, evaluate, assemble, coordinate, and provide subject matter expertise to Air Force Task Leads for routing of assignment recommendations involving AF A4P. This activity refers to the Air Staff workflow and tasking system. The contractor shall use Task Management Tool (TMT) or Outlook Workflow application (or similar software). Activities shall include:

- a. Format, update, and coordinate briefings for HQAF and DoD meetings, to include senior AF leadership meetings such as the Corona Commander's Conference.
- b. Participate from an Installations and Logistics Information Systems perspective in analyzing Quadrennial Defense Review issues and subsequent taskings and specific DoD and AF CIO initiatives such as Server Consolidation and Enterprise Resource Management (RM).
- c. Apply logistics program expertise to assist with preparing input to and coordinating staffing papers and staffing packages in response to congressional staffers, DoD, OSD, SAF, CSAF, Air Staff, and inter-agency queries.
- d. Coordinate working group sessions, forums, and meetings to include developing agendas, facilitating the meetings, monitoring action items, and producing minutes.
- e. Track staff actions and work assignments using MS Workflow, Outlook, and TMT applications. The contractor shall monitor all inquiries and responses.
- f. Support the Continuity of Operations (COOP) program, developing and updating personnel rosters and emergency evacuation plans.
- g. Assist with briefing new division personnel on the organization and its processes.
- h. Assist in determining external staff action request applicability for AF A4P.
- i. Provide distribution of work requests to appropriate staff members.
- j. Edit staff's written responses for completeness and format requirements.
- k. Route completed staff actions (packages) to appropriate offices as required.
- l. Provide technical expertise to organize, write, edit, and produce data for complex technical documents that require knowledge and an understanding of the subject matter and allied fields. The contractor shall ensure documentation is accurate and complete and meets guidelines and Government specifications.
- m. Interface with executive leadership throughout the Air and Joint Staff, Secretary of Defense, and various congressional staff. The contractor shall plan, organize, and coordinate organizational business practice and taskings. The contractor shall function as the workflow manager. The contractor shall ensure that these taskings are properly routed to SMEs and that the tools sets (e.g., TMT, Outlook, and others) are properly managed.

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Once the suspenses are assigned by the Government, the contractor shall ensure these items are assembled in a timely manner and the correct format for higher-level approval.

The contractor shall also perform the following ELIT Governance activities:

- a. Facilitate and support the strategic goal for an overarching Enterprise Logistics IT Governance and Strategy Alignment, supporting an integrated logistics, Civil Engineering (CE), Security Forces (SF) forum for the A4 CIO and other Senior Leaders with a defined and coordinated enterprise Logistics IT and technology roles and responsibilities.
- b. Draft/update Charters for logistics CIO function, structure, and governance.
- c. Develop and maintain a CONOPS and process guide, detailing ELIT governance processes (**Section 5 Deliverable 14**).
- d. Develop and maintain standardized ELIT processes to be used by all ELIT projects.
- e. Develop and maintain standard templates that are used to move decisions and information through all the ELIT governance bodies.
- f. Develop and upload documents to a SharePoint site for the ELIT in order to facilitate the visibility of the ELIT governance processes, as well as to store governance records, templates, training, etc.
- g. Provide consultation on the development of governance processes to users and members in their new roles and responsibilities.
- h. Support the operation of the governance structure in accordance with the processes and standard work outlined in the governance CONOPS.
- i. Facilitate and provide logistical support for meetings of all ELIT governance bodies, to include weekly ELIT governance secretariat meetings. The forum for these meetings will be a combination of Video Teleconferences (VTC), virtual online meetings, and in-person meetings, with the predominance of meetings being virtual. Facilitation includes meeting preparation such as agenda development, correspondence to members and advisors, calendar invites, meeting site preparation, recording minutes/decisions, SharePoint maintenance/updates, etc.
- j. Develop and maintain ELIT quality control processes to ensure adherence to process and templates prior to governance body decisions.
- k. Utilize CPI process improvement theory and techniques. The contractor shall conduct ongoing assessments of the AF ELIT Governance. The contractor shall continuously improve governance processes, standard work templates, and IT enablers such as SharePoint.
- l. Support and coordinate institutionalization of ELIT governance.



**2.5.4.2 SUBTASK 2 – PROVIDE AUTHORIZING OFFICIAL DIRECT REPRESENTATIVE (AODR) / SECURITY SURVEILLANCE SUPPORT**

The contractor shall provide Information Assurance (IA) and Assessment and Authorization (A&A) expertise to the AF A4P PfM staff by performing the following tasks:

- a. Support the A4 CIO cybersecurity governance body which provides a holistic cybersecurity risk management process across the A4 enterprise, tailored by an Authorizing Official (AO) for a Mission/Business Area and allows AOs to manage cybersecurity risk at their level.
- b. Assist the Government in developing and maintaining an overarching Authorizing Official boundary within the governance framework.
- c. Draft, maintain, coordinate, and distribute AF A4-approved CIO system security policy, guidance and methodology to include an A4 CIO RMF guide defining the risks through assumptions, constraints, priorities, tradeoffs, and tolerance.
- d. Develop and maintain an A4 CIO Continuous Monitoring (CtM) Guide which provides a methodology to manage risk with available resources which operates within the parameters of the risk frame and allows risk to be triaged based on system and resources (**Section 5 Deliverable 15**).
- e. Develop and maintain an A4 CIO A&A Guide which defines the process used for implementing all the required steps of the RMF (**Section 5 Deliverable 16**).

The contractor shall collect information security and IA data from managers, and assist with AF A4 submissions to statutory and regulatory reporting requirements to include:

- a. AF CIO's annual IA Report to Congress.
- b. Federal Information Security Management Act (FISMA).
- c. Clinger-Cohen Act of 1996.
- d. Preparing input to drafts, coordinate, and distribute AF A4-approved CIO system security and IA policy.
- e. Analyzing AF A4 information systems security A&A documents for compliance with all applicable laws and standards, such as DoD's RMF. The contractor shall provide input for recommendations for approval/disapproval to the applicable system's AO. The contractor shall have access and expert knowledge in the Enterprise Mission Assurance Support Service (EMASS).
- f. Review and evaluate AF A4 functional System Security Authorization Agreements (SSAAs) and maintain AF A4 A&A system status statistics, to include forecasted expiration dates and get-well dates for expired systems or systems reaching depreciation.
- g. Develop briefing charts for AF A4 staff meetings and present the status of A&A for AF A4's systems.
- h. Analyze multiple user databases for recording IT system A&A data, such as the AF's EITDR, to identify conflicting data and subsequent metrics and provide

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recommendations to decision makers for resolving problems of inaccuracy and duplication of effort.

- i. Prepare training for IT system portfolio managers, system program managers, and provide AO training, and Information Systems Security Manager (ISSM)/Information Systems Security Officer (ISSO) training on the A&A process, documentation requirements, and applicable regulatory requirements. Specifically, the contractor shall:
  1. Develop applicable lesson plans, briefing charts, and student handout documents.
  2. Update teaching materials as laws and regulations change.
  3. Provide functional duty and regulatory responsibility briefings to the AF A4 AO for AF A4 IT Systems.
- j. Review DoD and AF initiatives such as wireless network applications and Commercial Mobile Devices (CMD) for compliance with system security standards and architecture, and make recommendations for the best approaches for implementation. The contractor shall provide the following:
  1. Support functional community and key stakeholders with the development of AF CMD Implementation.
  2. Support mobile solution pilots leveraging COTS products, improve functionality, and enable increased personal productivity.
- k. Monitor changes in tradecraft and technology that may impact current and future A4 information systems' security, such as Common Access Platform (CAP), Common Security Defense Policy (CSDP), mobile technology, etc. In addition, the contractor shall monitor progress in policy development and technology for DoD and AF Public Key Infrastructure and Public Key Enabling (PKI / PKE) initiatives. The contractor shall perform this effort to ensure compliance with and report progress toward the accomplishing initiative.
- l. Provide input and assist in maintaining (through the uploading of documents) the AF Portal's A4 Security Website and SharePoint site. This is a shared policy knowledgebase for security that the contractor shall update by uploading policy documents.

### **2.5.4.3 SUBTASK 3 – PROVIDE IT SYSTEM COMPLIANCE/IT FUNCTIONAL PfM OVERSIGHT/ORGANIZATIONAL EXECUTION PLAN SUPPORT**

The contractor shall provide oversight for the AF A4 L&MR and I&E Portfolios in accordance with SAF/MG and SAF/A6 directives. This support shall include:

- a. Preparing A4 FY OEP Guidance for all sub-PfMs.
- b. Develop and Maintain a Compliance Process Guide for sub-PfMs to understand criteria expectations (**Section 5 Deliverable 17**).
- c. Support SAF CIO and A4 CIO staff with managing the enterprise implementation of mandates for A4 - examples could be Windows 10 Compliance, PKI Enablement, Re-

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hosting efforts/Common Computing Environment/Federal Data Center Consolidation Initiative (FDCCI).

- d. Portfolio Compliance Status (Entire Portfolio) oversight – capture and brief all non-compliant system status, reason for non-compliance, estimated date of compliance, what is being done to achieve compliance, and impact of non-compliance (resources, contracts, etc.).
- e. Assess and analyze trends and provide recommendations to A4 CIO and staff.
- f. Provide expertise, analysis, and coordination for defense business system management (Problem Statements), as well as DCMO certifications management in execution year (Out of Cycles, New Adds).
- g. Submit approved requests to the appropriate location (i.e., DCMO Integrated Business Framework Data Alignment Portal (IBF-DAP), DoD Information Technology Investment Portal (DITIP)).
- h. Ensuring, through EITDR, or the follow-on system of record, weekly downloads to ensure all Development/Modernization (Dev/Mod) requirements follow applicable SAF A6 and SAF/MG guidance.
- i. Prepare, staff, and coordinate AF A4 Organizational Execution Plans (OEP) and assist the AF CIO Staff functional areas, SPOs, MAJCOM A4s, other services, the OMB in evaluating and prioritizing systems.
- j. Manage the A4P OEP SharePoint site with the following folders:
  - 1. Baseline
  - 2. Out-of-Cycles
  - 3. Guidance
  - 4. Publish Baseline List, Guidance documents, and templates
  - 5. Prepare Delegated Request Form Templates
  - 6. Investment Decision Memos
- k. Provide technical expertise and recommendations to facilitate and implement Continuous Process Improvement initiatives that include streamlining the implementation of established regulatory, DoD and AF processes and technologies. Current efforts include Clinger Cohen Act (CCA) streamlining, scaling the Services Development Delivery Process for micro-releases of A4 capability, Logistics CPIs, CE ICS Way Forward, and GeoBase SDDP.
- l. Support the management and tracking of AF logistics applications and databases by analyzing A4 information systems to determine the value of IT investments within the AF A4 portfolio. This includes working closely with AFMC/A4N personnel on appropriated systems within shared program elements.
- m. Support Sub-PfM (e.g., AFMC/A4N) execution oversight activities to include the AFMC's quarterly legacy (execution) X-plan review.

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- n. Coordinate with OSD, Secretary of the Air Force SAF A6, SAF/MG, AFMC/A6, A4 SPOs, other functional areas, and other services to implement the PfM process and prepare input to recommendations for reducing the number of IT applications and databases in the AF.
- o. Develop IT training materials, conduct training (as-needed via telecom), and provide technical support for PfM stakeholders on tools and techniques that support the PfM process. The contractor shall recommend the type of training and frequency for AF A4 review and approval.
- p. Collaborate with AF executive, management, and execution levels and stakeholders to include OSD, SAF/A6, SAF/MG, AFMC/A6, MAJCOM A4, SPOs, other functional offices, and other services to evaluate PfM issues. The contractor shall coordinate viewpoints on PfM and provide recommendations to the AF A4 CIO and support staff and appropriate MAJCOM portfolio managers.
- q. Research and analyze new IT tools, CIO and PfM techniques, and identify new IT tools and techniques that would benefit the AF A4 CIO and PfM program.
- r. Facilitate the gathering of program updates and tracking them within the A4 portfolio and larger logistics portfolios and populate the AF EITDR, or follow-on system, with the updates on a monthly basis.
- s. Identify tools that support EA development (such as operational views, system views, and technical views) and demonstrate how they can be utilized in the PfM process.
- t. Provide support for CIO and PfM processes to include evaluating portfolios, reviewing and providing input to system priority recommendations, recommending system priorities, recommending functional mapping to EAs, providing expertise to change management and training, business case analysis, migration planning, refinement of functional taxonomies, and integrating with legacy systems.
- u. Monitor AF A4 logistics systems sustainment and development activities to ensure alignment with the PfM and the Planning, Programing, Budgeting and Execution (PPBE) processes.

### **2.5.4.4 SUBTASK 4 – PROVIDE FIAR SUPPORT**

The contractor shall provide technical and functional support for the AF FIAR efforts. The AF is working to attain auditable annual financial statements, which will enable improved and transparent business and financial operations continue to develop and communicate a FIAR Campaign Plan. The contractor shall serve in support of the FIAR Secretariat Team Lead, or FIAR support staff as the focal point for planning, knowledge management, coordination, and implementation associated with assertion and sustainment of the identified assessable units in the AF A4 portfolio.

These include scheduling and coordinating meetings and pre-briefings with A4 senior leadership calendars (A4L, A4C, A4S, and A4P) to include AFMC/A4, SAF/FM, SAF/AQ, and SAF/A6; locating and scheduling conference room facilities and knowledge of operable amenities to accommodate monthly deep dive meetings.

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The contractor shall:

- a. Support the A4 FIAR enterprise infrastructure (AUs and FIAR IT systems) to interpret, clarify, and communicate financial management data appropriately among management levels and throughout the Logistics FIAR community to avoid deviating from the critical path to audit readiness.
- b. Monitor the implementation of a life-cycle approach to meet and sustain FIAR requirements for each assessable unit and supporting FIAR IT systems of record.
- c. Serve as the liaison between the assessable units and AF A4 leadership, and on occasions MAJCOMs, to bring forward critical issues that may impact the ability to assert or sustain the process after assertion.
- d. Establish and maintain the A4 FIAR risk analysis framework (**Section 5 Deliverable 18**).
- e. Coordinate resource requirements to sustain A4 FIAR compliance.
- f. Support FIAR LEF IT and Statement of Budgetary Activities (SBA)/Notice of Findings and Recommendations (NFR) IT Systems CAP resources.
- g. Establish Rules of Engagement for the FIAR IT Program and Functional Managers to coordinate through proper chains of command for CAP approval and extending ECDs.
- h. Support and facilitate SAF/FM, Air Force Audit Agency (AFAA), AFMC/A4N, and A4 communities to ensure FIAR IT Compliance. This includes assessment and recommendations affecting ELFP IT for audit tracking - Blue Book, Federal Information Systems Control Audit Manual (FISCAM) and all affiliations with Standard Financial Information Structure (SFIS)/Standard Line of Accounting (SLOA).
- i. Ensure interoperability among systems to provide better end-to-end funds traceability requirements are implemented.
- j. Develop and update a logistics IT roadmap to include FIAR IT systems and feeder systems aligned to assessable unit (AU) and compliance dates (**Section 5, Deliverable 19**).
- k. Assess and provide recommendations for FIAR IT Legacy/Core system manual work-arounds.
- l. Support monthly Air Force Working Capital Funds IPT (AFWCFi)/LogFins meetings and workshops and provide advocacy support for AF A4. The contractor shall support AF CIO and staff oversight of A4 systems impacted by financial support work.
- m. Develop and modify key communications and reports for AF A4 leadership to enable communication with senior leaders and others for overall FIAR compliance status, critical issues requiring Office of the Undersecretary of Defense Comptroller (OUSD(C)) assistance, and to addresses all critical issues of each assessable unit during the monthly deep dive briefings and Executive Steering Committee (ESC) meetings.
- n. Establish and evaluate timelines for each AU to provide status to AF A4 leadership, in order to address critical issues in a timely manner and with a proposed/viable solution.

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- o. Serve as A4 senior leadership's representative at senior level meetings. This requires informing the appropriate SME to determine further support, as the representative take notes, provide clarification input at the meeting, if needed, and generate meeting summary to leadership. Meetings include: Executive Steering Committee, Monthly A4 Deep Dive, Quarterly Capability Resource Investment Board (CRIB), Executive Senior Working Group (eSWG), FIAR Executive Overview Group (FEOG), Bi-Weekly SBA Update, AFWCFi/Log Fins and Universe of Transactions, any additional or newly established FIAR-related meetings and external training, and all pre-brief meetings that support meetings above.

The contractor shall assist in establishing and maintaining an efficient and sustainable A4 FIAR Secretariat. The following requirements are listed and are subject to change according to the release of the annual OSD FIAR methodology guidance:

- a. Improvements and design efficient operating processes to include roles and responsibilities within the A4 FIAR community.
- b. Coordination of schedules for monthly deep dives (to include A4 and 3-Ltr PBs).
- c. Updates and management of the deep dive slide deck (>300 slides) per AU.
- d. Coordinate and schedule AUs to brief (three to five depending upon the material to be covered). This shall include tasking, consolidating, and reviewing and assessing contents.
- e. As required, produce A4 FIAR life-cycle reporting criteria and reports to support FIAR phases and change in activities, record and collaborate monthly deep dive meeting minutes with team, and track, follow up, and update action items to ensure the Estimated Completion Date (ECD) is met.
- f. Draft the executive summary on behalf on the deep dives.
- g. Assist with AF FIAR Strategy development.
- h. Conduct policy reviews and receive policy inputs and draft changes as needed.

The contractor shall maintain and support the following FIAR and FIAR-related artifacts:

- a. A4 AUs and Points of Contact (POCs) information.
- b. A4 IT systems and POCs information.
- c. Create new monthly tracking reports, as needed.
- d. FIAR Campaign Plan training materials, sit visits, and external requests for training, and establish and execute a sustainment plan for the future FIAR training delivery and support plan.
- e. SharePoint site population, maintenance, and management. This shall include FIAR guidance and staying abreast of other internal/external FIAR helpful links for posting and sharing, FIAR Newsletter, A4 Commanders' Corner, gathering and populating FIAR Lesson's Learned across the enterprise, Questions and Answers, Commanders' Checklist, bi-annual FIAR Status Reports, and AU and IT listings and Corrective Action Plan status.
- f. A4 FIAR Secretariat Process Guide.

**2.5.4.5 SUBTASK 5 - PROVIDE RESOURCE MANAGEMENT (RM) SUPPORT**

A4P develops policy and provides resources and logistics assistance to deliver enhanced mission capability across the AF enterprise. This enhanced mission capability must be achieved while acknowledging that there will be resource constraints. In support of RM, the contractor shall perform execution activities such as commitments and obligation tracking, MIPR preparations, and planning/programming support. The contractor shall provide the following support for this task.

- a. Assist A4P in overseeing overall resource requirements for IT systems and technology, to include drafting PPBE documents and monitoring and revising the funding documents for technology capabilities. This includes providing estimates for sustainment, modernization, remediation of existing systems, and supporting rough order of magnitude estimates for new system acquisitions.
- b. Draft responses to AF, DoD, and congressional inquiries for information on funding.
- c. Review and analyze financial and programmatic documents generated at the congressional, DoD, and HQAF Level, to include Program Budget Decisions (PBDs); Omnibus requirements; System Operational Requirements Decisions (ORDs); Master Plans, Strategic Plans, acquisitions strategy, and budget products.

The contractor shall review and analyze POM documentations for AF A4 Information Systems Portfolio POM requirements, format slides using the Resource Allocation Program Information Decisions Systems (RAPIDS), President's Budget (PB), Budget Estimate and Submissions (BES), FinPlan, and other relative documents. The contractor shall work toward determining their effect and impact on A4 standard systems, legacy systems, capability initiatives, overall increasing focus on the total portfolio view to ultimately provide recommendations to Government customers. The contractor shall review and provide inputs for recommendations on AF A4 information systems for budget and execution year activities to the POM and PB, BES, FinPlan, and other PPBE process and documents. Specifically, the contractor shall:

- a. Provide subject matter expertise input for user requirements and programmatic plans, financial status, and program execution of the information systems within the A4 Portfolio.
- b. Collect and summarize financial data to analyze results of current year execution for managers and senior leadership. The contractor shall prepare, present briefings, and provide input to Government finds. The contractor shall prepare inputs for recommendations to senior Government leaders on sensitive financial issues.
- c. Analyze funding requirements for AF A4 information systems and technology to assist in establishing budget and personnel support requirements and in determining the value of IT investments within the AF A4 portfolio.

### **2.5.5 TASK 5 - AF CPI, INTEGRATION, INITIATIVE MANAGEMENT, AND CHANGE MANAGEMENT SUPPORT**

The AF has a critical need to find and eliminate redundancy. AF CPI is the standard concept and approach to immediate and long-term improvement. The goal is to leverage continuous methods to accomplish the following:

- a. Provide a CPI approach and plan to continuously improve all processes (production, transactional, and knowledge-based) that drive the capability to deliver effects (**Section 5 Deliverable 20**).
- b. Develop a culture which promotes elimination of waste, sharing of best practices, and reduction of cycle times across all products and services and involves all Airmen in the relentless pursuit of excellence.
- c. Ensure that all Airmen understand their role, develop the ability to affect change, and continuously learn new ways to improve processes in their daily activities in order to save resources, eliminate waste, and increase performance.

AF A4 is supporting CPI objectives by providing effective management of initiatives and continuous process improvements in the following areas: strategy, enterprise policy, enterprise governance, strategic communications, process management, and enterprise initiative management. Current ongoing CPI efforts are Cost of Logistics, Cost of Security, Cost of Civil Engineering, Maintenance Manpower Analyses, and AFSC Logistics C2 Support. In support of this task, the contractor shall provide research, analysis, evaluation, as well as monitor technology, policy, programs, and systems and provide synopses, evaluations, comments, and input for recommendations in AARs or point/white/decision papers (**Section 5 Deliverable 12**). At a minimum, these documents shall include the following:

- a. Description of the task.
- b. Information used in formulating the comments/recommendations.
- c. Results of the analysis.
- d. Additional actions required.
- e. Recommendations, if appropriate.

The contractor shall draft, review, coordinate, and consolidate A4 Directorate input for Federal, DoD, and AF policies, regulations, and procedures and provide input for recommendations for AF A4 consideration as draft policies, point/white/decision papers (**Section 5 Deliverable 12**), or Memos for the Record.

The contractor shall also facilitate meetings, forums, and working groups by providing logistical support; developing agendas, briefings, and read-ahead material; and producing minutes and action item documents.

The contractor shall provide management assistance, analysis, and consulting services to implement AF CPI operating principles and practices within the AF logistics community. Specifically, the contractor shall provide the following support:



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- a. Evaluate comparisons between IT future state business process models and initiative process models/maps.
- b. The contractor shall provide expert guidance to the Government for the integration of new enterprise processes and capabilities into the AF Acquisition Communities processes, policies, tools, templates, and architecture. The contractor shall provide expertise in Project Management (PM), technical writing, AF Logistics Policy, DoD and AF Acquisition Policy and Processes, and the AF Requirements Policy and Processes.
- c. Provide input to the development, update, and support of Integrated Life Cycle Management (ILCM) policy updates, instruction updates, guides, etc.
- d. Provide input to the development and maintenance of acquisition community requirement documents and contract document templates (CDRLs, DIDS, RFP Language, PBSOW language, CDD and CPD Language, PDR and CDR Checklists, System Specification Language, Readiness & Sufficiency Review Checklists, Lifecycle Sustainment Plan (LCSP) Language, PBL Contract Language, etc.).
- e. Provide input to the integration of AF Product Support (PS) governance and processes with overall logistics governance.
- f. Provide input to the development and sustainment support of governance requirements as they relate to enterprise initiative integration with the Acquisition Community.
- g. Provide input into the definition of future state and enterprise requirements as they relate to AF A4 initiatives and continuous process improvement efforts. The contractor shall ensure that these requirements are captured in acquisition processes and contracts as they are developed.
- h. Provide input to the development, update, and publishing of the tools and training required to inform and instruct any changes for initiative integration with the Acquisition Community.
- i. Support A4P and the Logistics Panel with the OSD Readiness Issue Teams.
- j. Support Readiness Branch and Logistics Panel with FY Readiness/Weapon System Sustainment effort for FY planning cycle.

Current A4 supported CPI efforts include the following:

### **Cost of Logistics:**

The contractor shall provide support that bridges the information gap suffered by logistics leaders today by identifying and analyzing the relationships between logistics costs, logistics metrics, and operational readiness metrics, and by developing appropriate analytical processes and tools to identify cost consequences related to decisions impacting logistics across the PPBE time horizon. The contractor shall perform the following:

- a. Support development of a centralized baseline definition of logistics with associated cost elements. The contractor shall support the definition of connections between the logistics costs and their relationship to Air Force readiness.
- b. Develop white papers and briefings for senior leadership (**Section 5 Deliverable 12**).

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- c. Facilitate discussions with Air Force MAJCOMs and Functional offices within the DoD to define applicable cost elements.
- d. Recommend and support the development of improved analytic tools.
- e. Support the development of processes to correlate logistics budgets, expenditures, and outputs to readiness.
- f. Support the development of processes to perform logistics costs analysis that describes the relationship and impact between logistics cost, logistics measures, and readiness measures.

### **Maintenance Manpower Analytics:**

The contractor shall accomplish comprehensive analytics of maintenance manpower retention and utilization for 67,000 maintainers and 5,000 aircraft worth \$80B. The contractor shall perform the following:

- a. Advise A4L in strategy development/course of action plans to correct significant maintenance manpower shortages and to correctly improve retention.
- b. Develop senior leader briefings and build Strategic Communication material for CORONA and NOB, support congressional, OSD, SECAF, and CSAF taskings providing detailed fleet health, sustainment and force development analytics.
- c. Provide inputs to AF A4L for addressing maintenance related concerns to include policies, procedures, training, transformational efforts and quality of life/resiliency issues affecting the entire community.

### **AFSC Logistics C2 Support:**

The contractor shall provide support on behalf of A4 to the Air Force Sustainment Center to develop Logistics (LOG) Numbered Air Force (NAF) CONOPS and architecture for Global Logistics Integration and Command and Control (C2).

- a. Assess doctrine, CONOPS, Campaign Plans, employment, and execution, and other related documents for proper representation of aerospace capabilities, policies, practices, and the evolving war-fighting integration and AF A4 CIO perspective.
- b. Develop and maintain initiative documents: Initiative 101 Briefs, Fact Sheets, Project Plans, Integrated Master Schedules (IMS), CM Plans, Implementation Plans, A3s (CPI Template – single page), Quad Charts, CONOPS, Charters, etc.

**Air Force Product Support (SAF/AQD):** This initiative is a shared integration effort with the Acquisition Community (SAF/AQ). The contractor shall:

- a. Support Product Support Strategic Planning.
- b. Perform analysis and provide updates to the SAF/AQ Acquisition Agility Flight Plan and ensure incorporation of AF Strategic Product Support objectives.
- c. Support and develop DoD and AF instructions to achieve Strategic Product Support objectives.

- d. Assist SAF/AQ with the development of the Product Support Manager roles and responsibilities.

#### **2.5.6 TASK 6 - SUPPORT THE A4L MAINTAINENCE AND LOGISTICS ENTERPRISE**

The contractor shall research, analyze, evaluate, and monitor technology, policies, programs, and systems and provide synopsis, evaluations, comments, and input for recommendations in AARs or point/white/decision papers (**Section 5 Deliverable 12**). As a minimum, these documents shall include the following:

- a. Description of the task.
- b. Information used in formulating the comments/recommendations.
- c. Results of the analysis.
- d. Additional actions required.
- e. Recommendations, if appropriate.

The contractor shall draft, review, coordinate, and consolidate A4 Directorate input for Federal, DoD, and AF policies, regulations, and procedures and provide input for recommendations for AF A4 consideration as draft policies, point/white/decision papers (**Section 5 Deliverable 12**), or Memos for the Record.

The contractor shall facilitate meetings, forums, and working groups, provide logistical support, develop agendas, briefings, read-ahead material, and produce minutes and action item documents.

##### **2.5.6.1 SUBTASK 1 – PROVIDE LOGISTICS STRATEGY PLANNING AND DEVELOPMENT SUPPORT**

The contractor shall provide expertise in AF and Joint Enterprise Logistics Doctrine, strategies, and plans. The contractor shall provide recommendations, which are aligned with AF governance and strategic plans, for AF LEF Transformation efforts and provide draft documentation as applicable for guidance, implementation, tracking, and/or staff packages. While currently focused primarily on logistics transformation and strategies, this task includes support for providing integrated strategies, governances, and plans across the full spectrum of Logistics, Engineering and Force Protection. The contractor shall provide the following support:

- a. Provide A4L with recommended functional logistics strategies, which include strategies across the A4 enterprise or federations within the AF logistics community (e.g., maintenance, supply chain management, and deployment/distribution, to include Human Capital components). The contractor shall assist with drafting a strategic plan containing recommended strategies that are compatible with legislative, executive, DoD, and AF mandates, the operational environment, and other transformational efforts across the DoD/AF. The contractor shall provide CPI process recommendations to Enterprise Logistics Governance boards/members, AF General Officers (GOs), and Senior Executive Service (SES)-level logistics steering group.

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- b. Facilitate CPI process improvement initiatives by conducting ongoing assessments of the AF Logistics Enterprise. The contractor shall provide guidance and consulting to key AF Logistics leaders to build a shared perspective of the state of USAF Logistics. This includes, but not limited to, conducting multiple mini-workup sessions with leaders of various levels to advance construction of the A4 Integrated Flight Plan as well as the A4 Integrated Technology Annex at the conclusion of a major off-site. The contractor shall update the current Technology annex by engaging with industry to obtain best practices while developing this Technology Annex; this may include conducting industry site visits and orchestrating demo presentations on behalf of AF A4. To ensure proper AF A4 alignment, the contractor shall be required to develop a Technology Annex, which includes timeline and strategy.
- c. Facilitate CPI process improvement off-sites for senior AF logistics leaders. The contractor shall provide proven methods of understanding complex group dynamics with respect to senior executive governance to advance a coalition of empowered senior change executives. The off-sites will occur either at one of the supported AF bases or in the Washington, D.C., area.
- d. Provide guidance in applying the re-engineered processes and high-performing executive governance to large-scale transformation efforts during the offsite.
- e. Use industry standards for strategic planning and senior-level instruction to assist with maturing the logistics community executive governance bodies to become high-performing executive governance bodies that employ best-practice methods from high-performing executive bodies in industry and the public sector.
- f. Assist with developing the AF A4 Integrated Flight Plan Capability development plan that identifies a prioritized list of initiatives for the following FY. Initiatives shall identify requirements to inject in the upcoming planning cycle and shall address other Enterprise-level DOTMLPF-P projects within the scope of the executive governing bodies.
- g. Develop and execute the Logistics Human Capital Strategy to ensure proper training, development, and retention of logisticians across the Air Force. Provide comprehensive analytical and develop a human capital infrastructure and process to manage and oversee 184K logisticians in 68 Air Force Specialties. Facilitate meetings between A4L and A1 Staffs in order to analyze and identify requirements for development, management, and retention programs and processes.

### **2.5.6.2 SUBTASK 2 – PROVIDE MAINTENANCE AND LOGISTICS PLANNING AND EXECUTION SUPPORT**

The contractor shall produce strategic roadmaps for successful implementation of strategic plans and provide draft implementation plans for the roadmaps that are consistent with current status, objectives, and governance. In particular, the contractor shall provide the following support:

- a. Assist AF A4 in implementing a series of up to three critical CPI process improvement implementation projects at a time with date-certain outcomes as defined by the strategy.
- b. Conduct assessments, analyses, and systems modeling to assist AF A4 Governance with developing and implementing an AF A4 Integrated Flight Plan and Technology Annex.

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- c. Provide operational engineering and financial analysis to align AF processes, organizational structures, career fields, and training to align with joint logistics doctrine.
- d. Coordinate and organize materials for the execution of ELG decisions and facilitate teams that execute ELG decisions. The contractor shall coordinate and develop agendas, prepare and coordinate pre-event documents and briefs, and take minutes.
- e. Draft staff packages and read-ahead documentation, recommend courses of action, provide technical advice, support coordination requirements, and recommended solutions to actions resulting from working groups, project teams, or forums.
- f. Present briefings and course of action roadmaps.
- g. Provide draft communications plans for internal and external environments and operational requirements. This includes communication goals, themes, and messages for target audiences, media types, timing of messages, and other elements to communicate leadership's intent.
- h. Support A4L Government SharePoint sites, to include such responsibilities as monitoring discussion forums and data, building and maintaining the sites, data editing and migration, and the uploading of documents.
- i. Assist with creating a strategic alignment and deployment process for the AF Logistics strategic plan. Develop communication tools for senior logistics leaders to utilize with staff. Develop and facilitate roadshow briefings to engage stakeholders within AF A4 and MAJCOMs. Roadshows will occur either at one of the supported AF bases or in the Washington, D.C. area.

### **2.5.6.3 SUBTASK 3 – PROVIDE REPAIR NETWORK INTEGRATION (RNI) SUPPORT**

RNI establishes an enterprise-wide repair capability managed by a single process owner and designed to provide optimum support to the warfighter. Total Force Initiative RNI develops and implements standardized repeatable processes that shall be integrated and centrally managed to improve aircraft availability. RNI is a four-phased initiative. Phase 1 (Proof of Concept) is validated core management processes on F101, B-1, and Low Altitude Navigation and Targeting Infrared for night (LANTIRN) pods; Phase 2 (Base-lining and Implementation) is currently in execution with the objective to baseline enterprise maintenance capability/capacity for Phase 2 (Prototyping) workloads; Phase 3 (Network Refinement); and Phase 4 (End State). The Phase 2 implementation workload includes five spirals: (1) propulsion (engines/modules/DLRs), (2) Precision Measurement Equipment Laboratory (PMEL); (3) hydraulics (includes landing gear/tire/brakes, (4) general avionics, and (5) electro/environmental.

The contractor shall support the RNI initiative by providing expertise in field-level maintenance management; depot maintenance management; maintenance facility capability and capacity assessment and planning; AF depot maintenance financial process, and commercial Maintenance, Repair, and Overhaul (MRO) IT systems. The contractor shall support the development of management processes that shall forecast, plan, schedule, and change the assignment of repair capability, capacity, and workload at an enterprise level. The contractor shall support the strategic review of repair network capacity and capability to align with the

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future state (expanding and contracting to meet requirements). The contractor shall provide strategy, integration, process support, and policy development to RNI for AF, AFMC, Core Team, and respective sub-IPTs. The contractor shall support Future Management Concepts (FMC), Enterprise Engine Management (EEM), Phase 1 Proof of Concept, Phase 2 Prototype, CM, FM, policy and business rules, repair requirements implementation, capability and capacity, data / IT, and additional efforts as required. The contractor shall provide the following support:

- a. Provide A4 IPT facilitation support for the Core Team, policy/business rules, FM, performance measures, data/IT, and EEM. This includes budgeting and financial management process improvement, policy and business rule creation, performance measurement development, IT advocacy, and CPI for the repair network. The contractor shall support the development of enterprise management processes that shall further align the repair network to acquisition, engineering, and LogBEA.
- b. Provide enterprise integration support. Activities include assistance with development and refinement of core repair network management processes, creation and alignment of performance measurement strategy, development and refinement of Air Force policy, and identification and synthesis of subject matter expertise and commercial best practice input. The contractor shall monitor and advise on the integration of legacy IT systems and data with future state systems and system designs to meet the objectives of the RNI.
- c. Assist with the development of management processes to forecast, plan, schedule, and change the assignment of repair capability, capacity, and workload at an enterprise level.
- d. Assess strategic repair network capacity and capability to align with future state requirements.
- e. Provide AF A4 support for AF MAJCOMs strategy, integration, and process IPTs. This includes process development IPTs for FM and CM, guidance and business rules, repair requirements implementation, capability and capacity, data, and IT. Some work shall be performed at Wright-Patterson AFB.
- f. Provide analytic, technical, and project management support for FMC (e.g., EEM, Phase 1 - Proof of Concept, Phase 2 - Base-lining and Implementation, Phase 3 - Network Refinement, and Phase 4 - End State).
- g. Develop information and decision making briefs as required.

### **2.5.7 TASK 7 - PROVIDE LIMS-EV FUNCTIONAL MANAGEMENT SUPPORT**

LIMS-EV delivers Business Intelligence (BI) solutions to the warfighter and logistics enterprise, as well as OSD and congressional reporting activities. LIMS-EV integrates data from 70+ systems through 40+ capabilities and provides metrics, reports, and analysis critical to decision makers and users at all levels within the AF. LIMS-EV has 19,000+ active users, 2M average weekly page views, and 2,500+ personnel that were trained in FY15 and FY16. The contractor shall provide technical, functional, and training support for LIMS-EV lifecycle management to include support to development and sustainment activities. Specifically, the contractor shall:

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- a. Perform development and integration of IT requirements to support portal-based dashboard applications to include support for utilizing COTS software such as SAP Business Object and Rich Internet Application (RIA) tools.
- b. Map A4 business processes and have in-depth knowledge of A4 legacy and next generation data in order to facilitate development of business intelligence solution.
- c. Capability to design and develop SAP Business Objects (BOBJ) Dashboards, Reports, and Universes.
- d. Perform management and facilitation of governance processes at AO and senior AF leadership levels.
- e. Support the functional logistics staff to develop, edit, and publish AFIs and policies.
- f. Collaborate with the functional stakeholders (champion and SME), and the LIMS-EV System Integrator to develop enterprise BI reporting and analysis capability based on LIMS-EV User Group (UG) approved functional requirements in order to document the stakeholder needs. The contractor shall collaborate with stakeholders in mapping A4 business processes and shall have in-depth knowledge of A4 legacy and next generation data in order to develop business intelligence solution as stated in the requirements document. The contractor shall monitor to ensure the processes are effectively followed and to ensure the needs are effectively communicated to the developers. This is continued through the spiral development phases of planning, requirement, design, build, test, development, and deployment.
- g. Provide expert support for utilizing COTS software such as SAP Business Object and RIA tools (JAVA, Adobe) available from legacy hosting platforms to develop LIMS-EV UG or other functional governance body approved BI requirements.
- h. Collaborate with the functional stakeholders (sponsor and SMEs), and the LIMS-EV system integrator in providing functional and IT support to all LIMS-EV users.
- i. Analyze existing LIMS-EV architecture and provide recommendations for improvements based on user interface design experience and customer feedback to support AF A4 customers.
- j. Collaborate with the functional stakeholders (champion and SME) to develop training materials for LIMS-EV BI reporting and analysis capability under development. The contractor shall assist with developing the training materials (e.g., video, FAQ, Quick Reference, User Guide, etc.), utilizing AF standard training software, AF A4P LIMS-EV Master Training Plan, AF A4P LIMS-EV priority, and others to address AF A4P LIMS-EV training requirements. The contractor shall coordinate the functional stakeholder's approval of the training materials in order to deploy the training materials concurrently with the LIMS-EV BI capability deployment.
- k. Support LIMS-EV users by providing individual guidance on documentation, lessons learned, support calls, and troubleshooting activities in order to inform users how the systems work.

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- l. Collaborate with the functional stakeholders and the LIMS-EV System Integrator to isolate and correct problems with the LIMS-EV or other AF A4 Data Services capability. Provide one-on-one LIMS-EV senior-level guidance concerning Operating System (OS) operation.
- m. Provide tracking and resolution support to the Field Assistance Service concerning LIMS-EV customer issues.
- n. Correspond with AF A4 customers to trouble shoot and resolve LIMS-EV account management issues.
- o. Prepare Watch Items (WITs)/Discrepancy Reports (DRs)/Change Requests (CRs) as needed; confirm WITs/DRs/CRs are fixed; and communicate status of WITs/DRs/CRs as they relate to LIMS-EV projects.
- p. Reach out to organizations to familiarize them with AF A4 policies and the advantages of LIMS-EV.
- q. Analyze LIMS-EV content development/migration/sustainment requirements, perform LIMS-EV page management, research issues with hosting functionality, propose options to address requirements or solve issues that leverage the features and capabilities of the hosting environment, and where necessary, propose solutions.
- r. Analyze requirements for new publishing initiatives, propose design solutions that accommodate existing architectures, and recommend changes to the existing architecture (i.e., provide gap analysis between requirements and existing design capabilities).
- s. Evaluate and propose the most effective method for making AF and AF A4 information available through mission- and non-mission-critical information to support operational visibility.
- t. Provide expertise for AF A4 LIMS-EV content management, implement LIMS-EV policy, and document LIMS-EV requirements.
- u. Coordinate and conduct LIMS-EV BOBJ and RIA capability training as required by the functional community.
- v. Assist with LIMS-EV prototypes in content publishing system or through mock-ups to demonstrate solutions. The contractor shall analyze current and future designs and recommend changes to content/infrastructure to best suit the needs of the user community (performance and usability needs).
- w. Publish LIMS-EV content in the existing content publishing system and modify the information architecture within the current guidelines.
- x. Design and develop SAP BOBJ dashboards, reports, widgets, and universes according to SME requirements.



**2.5.7.1 SUBTASK 1 – PROVIDE SUPPORT TO LIMS-EV USER GROUP GOVERNANCE PROCESS**

The contractor shall provide facilitation, CPI process improvement, and CM technical services to the AF LIMS-EV UG Governance to meet requirements from the Enterprise Logistics IT Board, the ELIT Working Group, A4 Change Control Process (CCP), and other bodies as necessary.

The contractor shall perform the following:

- a. Develop and maintain a process guide, detailing LIMS-EV UG governance processes.
- b. Develop and maintain standardized LIMS-EV UG processes to be used by all LIMS-EV UG projects.
- c. This standard process shall align with and support requirements contained within the SAF MG SDDP Model, which is the AF IT requirements and delivery process.
- d. Develop and revise the UG Charter based on UG feedback and support staffing.
- e. Develop the UG requirements review, validation, and prioritization processes while developing voting and scoring methodologies and analyzing and communicating survey results.
- f. Facilitate UG meetings, coordinate preparations, develop timelines, and track follow-up actions.
- g. Manage the UG organization and maintain configuration control on the membership through managing and tracking representation by adding new members and removing members as well as controlling access to UG portal site.
- h. Coordinate with the ELIT team to ensure business processes and lines of communications are integrated between the UG and the ELIT.

**2.5.7.2 TASK 8 – PROVIDE ADDITIONAL AS-NEEDED SUPPORT (OPTIONAL TASK)**

The contractor shall provide the ability to rapidly scale services and capabilities within the scope of this TO in response to emerging or evolving requirements based on Congressional Mandates, DoD directives, and/or A4's mission. As directed by the FEDSIM COR and A4 TPOC, the contractor shall provide surge support within the scope of this TO on very short notice (typically within a matter of weeks). Projects and work performed under this task are variable in length and level of effort in support of A4 initiatives, new mission requirements, emerging problem sets, and inter-organizational collaboration and support agreements. The contractor shall provide support for up to two additional simultaneous projects per year. Projects include senior level facilitation, program management, IT technology analysis and reporting, continuous process improvement analysis, and data and financial analysis. Additional as needed support may be project-based or result in long-term increase in base level of effort.

The Government will fund additional support CLIN(s) when additional support is required. Additional support may be funded on a per-initiative basis by A4's base budget, contributions by mission partners, or congressional or DoD funds. The contractor shall provide project-level

## SECTION 2 – PERFORMANCE WORK STATEMENT

tracking (e.g., funds expenditures, Estimate at Completion (EAC), work completion, etc.) for projects and activities funded under this task.

### SECTION 3 - PACKAGING AND MARKING

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## SECTION 4 - INSPECTION AND ACCEPTANCE

### **4.1 PLACE OF INSPECTION AND ACCEPTANCE**

Inspection and acceptance of all work performance, reports, and other deliverables under this TO shall be performed by the FEDSIM COR and/or the AF A4 TPOC at the Pentagon or Andrews AFB.

### **4.2 SCOPE OF INSPECTION**

All deliverables will be inspected for content, completeness, accuracy, and conformance to TO requirements by the FEDSIM COR and TPOC. Inspection may include validation of information or software through the use of automated tools, testing, or inspections of the deliverables, as specified in the TO. The scope and nature of this inspection will be sufficiently comprehensive to ensure the completeness, quality, and adequacy of all deliverables.

The Government requires a period NTE 15 workdays after receipt of final deliverable items for inspection and acceptance or rejection.

### **4.3 BASIS OF ACCEPTANCE**

The basis for acceptance shall be compliance with the requirements set forth in the TO, the contractor's quote and relevant terms and conditions of the contract. Deliverable items rejected shall be corrected in accordance with the applicable clauses.

The final acceptance will occur when all discrepancies, errors, or other deficiencies identified in writing by the Government have been resolved, through documentation updates, program correction, or other mutually agreeable methods.

Reports, documents, and narrative-type deliverables will be accepted when all discrepancies, errors, or other deficiencies identified in writing by the Government have been corrected.

If the draft deliverable is adequate, the Government may accept the draft and provide comments for incorporation into the final version.

All of the Government's comments on deliverables shall either be incorporated in the succeeding version of the deliverable, or the contractor shall explain to the Government's satisfaction why such comments should not be incorporated.

If the Government finds that a draft or final deliverable contains spelling errors, grammatical errors, or improper format, or otherwise does not conform to the quality assurance requirements stated within this TO, the document may be rejected without further review and returned to the contractor for correction and resubmission. If the contractor requires additional Government guidance to produce an acceptable draft, the contractor shall arrange a meeting with the FEDSIM COR.

### **4.4 DRAFT DELIVERABLES**

The Government will provide written acceptance, comments, and/or change requests, if any, within 15 workdays (unless specified otherwise in Section 5 - Deliverables or Performance) from Government receipt of the draft deliverable.

## SECTION 4 - INSPECTION AND ACCEPTANCE

Upon receipt of the Government comments, the contractor shall have ten workdays to incorporate the Government's comments and/or change requests and to resubmit the deliverable in its final form.

### **4.5 WRITTEN ACCEPTANCE/REJECTION BY THE GOVERNMENT**

The FEDSIM CO/COR will provide written notification of acceptance or rejection (**Section 9 – List of Attachments, Attachment C**) of all final deliverables within 15 workdays (unless specified otherwise in Section 5 - Deliverables or Performance). All notifications of rejection will be accompanied with an explanation of the specific deficiencies causing the rejection.

### **4.6 NON-CONFORMING PRODUCTS OR SERVICES**

Non-conforming products or services will be rejected. Deficiencies shall be corrected, by the contractor, within ten workdays of the rejection notice. If the deficiencies cannot be corrected within ten workdays, the contractor shall immediately notify the FEDSIM COR of the reason for the delay and provide a proposed corrective action plan within ten workdays.

## SECTION 5 - DELIVERABLES OR PERFORMANCE

### **5.1 PERIOD OF PERFORMANCE**

The period of performance for this TO is a one year base period and two, one-year option periods.

### **5.2 PLACE OF PERFORMANCE**

The place of performance is primarily in the Washington, D.C., metro area. Some work will be performed at Wright-Patterson AFB in Ohio, San Antonio (Lackland AFB and Randolph AFB) in Texas, Gunter AFB in Alabama, Tinker AFB in Oklahoma, Hickham AFB in Hawaii, and Hanscom AFB in Massachusetts. Some CONUS and OCONUS (potentially Hawaii and England) travel is expected in order to attend business-related meetings as an SME and communicator.

### **5.3 TASK ORDER SCHEDULE AND MILESTONE DATES**

The following schedule of milestones will be used by the FEDSIM COR to monitor timely progress under this TO.

The following abbreviations are used in this schedule:

NLT: No Later Than

TOA: Task Order Award

All references to Days: Government Workdays

Deliverables are due the next Government workday if the due date falls on a holiday or weekend.

The contractor shall deliver the deliverables listed in the following table:

DEL. #	MILESTONE/ DELIVERABLE	RFQ REFERENCE	PLANNED COMPLETION DATE	DATA RIGHTS CLAUSE
	Project Start (PS)		At TOA	
01	Kick-Off Meeting	2.5.1.1	Within seven calendar days of TOS	
02	Transition-In Plan – Final	2.5.1.1	Due at Kick-Off Meeting	Unlimited IAW – 252.227-15
03	Project Management Plan with QCP – Draft	2.5.1.1; 2.5.1.6	Initial due at Kick-Off Meeting. Updated as required at least yearly.	Unlimited IAW - 252.227-7015

## SECTION 5 - DELIVERABLES OR PERFORMANCE

DEL. #	MILESTONE/ DELIVERABLE	RFQ REFERENCE	PLANNED COMPLETION DATE	DATA RIGHTS CLAUSE
04	Kick Off Meeting Agenda	2.5.1.1, 2.5.1.2	Three days prior to Kick-Off Meeting	
05	Monthly Status Report	2.5.1.3	Monthly by the 10th calendar day of the next month. If the 10th is on a Saturday or Sunday, deliver on the following Monday	Unlimited IAW - 252.227-7015
06	Integrated Project Review (IPR)	2.5.1.4	Conduct the IPR the third Tuesday of every month	Unlimited IAW - 252.227-7015
07	Ad-Hoc Meeting Minutes	2.5.1.5	As required	Unlimited IAW - 252.227-7015
08	Trip Report(s)	2.5.1.7	Submit with the MSRs, Invoice, and Expense packets monthly by the 10th calendar day of the next month. If the 10th is on a Saturday or Sunday, deliver on the following Monday	Unlimited IAW - 252.227-7015
09	Transition Out Plan	2.5.1.8	Delivered 90 days prior to end of OP2.	Unlimited IAW - 252.227-7015
10	Final Report	2.5.1.8	Delivered 30 days prior to the end of OP2.	Unlimited IAW - 252.227-7015

## SECTION 5 - DELIVERABLES OR PERFORMANCE

DEL. #	MILESTONE/ DELIVERABLE	RFQ REFERENCE	PLANNED COMPLETION DATE	DATA RIGHTS CLAUSE
11	Smart Book/Turnover Binder	2.5.1.8	Delivered 30 days prior to the end of OP2.	Unlimited IAW - 252.227-7015
12	After Action Reports or Point/White/Decision Papers	2.5.2, 2.5.3.3, 2.5.5, 2.5.6	As required, IAW PMP.	Unlimited IAW - 252.227-7015
13	Capability and Technology Roadmap Strategy	2.5.3.3	Deliver throughout the full performance of the task order, as prioritized by the Air Force.	Unlimited IAW - 252.227-7015
14	ELIT CONOP	2.5.4	As required IAW PMP.	Unlimited IAW - 252.227-7015
15	AF A4 CtM Guide	2.5.4.2	As required IAW PMP.	Unlimited IAW - 252.227-7015
16	Security RMF	2.5.4.2	As required IAW PMP.	Unlimited IAW - 252.227-7015
17	Sub-PfM Process Guide	2.5.4.3	As required IAW PMP.	Unlimited IAW - 252.227-7015
18	A4 FIAR RMF	2.5.4.4	As required IAW PMP.	Unlimited IAW - 252.227-7015
19	A4 FIAR IT Roadmap	2.5.4.4	As required IAW PMP.	Unlimited IAW - 252.227-7015
20	CPI Strategic Plan	2.5.5	As required IAW PMP.	Unlimited IAW - 252.227-7015



## SECTION 5 - DELIVERABLES OR PERFORMANCE

DEL. #	MILESTONE/ DELIVERABLE	RFQ REFERENCE	PLANNED COMPLETION DATE	DATA RIGHTS CLAUSE
21	Data Strategy Standards	2.5.3.6	As required, IAW PMP.	Unlimited IAW- 252.227-7015

**The contractor shall mark all deliverables listed in the above table to indicate authorship by contractor (i.e., non-Government) personnel; provided, however, that no deliverable shall contain any proprietary markings inconsistent with the Government's data rights set forth in this TO. The Government reserves the right to treat non-confirming markings in accordance with Defense Federal Acquisition Regulation Supplement (DFARS) 252.227-7013 and 252.227-7014.**

### **5.4 PUBLIC RELEASE OF CONTRACT DOCUMENTS REQUIREMENT**

The contractor agrees to submit, within ten workdays from the date of the FEDSIM CO's execution of the initial TO, or any modification to the TO (exclusive of Saturdays, Sundays, and Federal holidays), a portable document format (PDF) file of the fully executed document with all proposed necessary redactions, including redactions of any trade secrets or any commercial or financial information that it believes to be privileged or confidential business information, for the purpose of public disclosure at the sole discretion of GSA. The contractor agrees to provide a detailed written statement specifying the basis for each of its proposed redactions, including the applicable exemption under the Freedom of Information Act (FOIA), 5 United States Code (U.S.C.) § 552, and, in the case of FOIA Exemption 4, 5 U.S.C. § 552(b)(4), shall explain why the information is considered to be a trade secret or commercial or financial information that is privileged or confidential. Information provided by the contractor in response to the contract requirement may itself be subject to disclosure under the FOIA. Submission of the proposed redactions constitutes concurrence of release under FOIA.

GSA will carefully consider all of the contractor's proposed redactions and associated grounds for nondisclosure prior to making a final determination as to what information in such executed documents may be properly withheld.

### **5.5 DELIVERABLES MEDIA**

The contractor shall deliver all electronic versions by electronic mail (email) and removable electronic media, as well as placing in the AF A4's designated repository. The following are the required electronic formats, whose versions must be compatible with the latest, commonly available version on the market.

- a. Text                      MS Word, Google Docs
- b. Spreadsheets        MS Excel, Google Sheets
- c. Briefings              MS PowerPoint, Google Slides
- d. Drawings              MS Visio, Google Drawings

## SECTION 5 - DELIVERABLES OR PERFORMANCE

- e. Schedules MS Project, Smartsheet

### **5.6 PLACE(S) OF DELIVERY**

Copies of all unclassified deliverables shall be delivered to the FEDSIM CO or COR at the following address:

GSA FAS AAS FEDSIM  
ATTN: Sheila Johnson, COR (QF0B)  
1800 F Street, NW  
Washington, D.C. 20405  
Telephone: (703) 589-2951  
Email: Sheilak.johnson@gsa.gov

Copies of all deliverables shall also be delivered to the AF A4's TPOC. The TPOC name, address, and contact information will be provided at award.

### **5.7 NOTICE REGARDING LATE DELIVERY/ PROBLEM NOTIFICATION REPORT (PNR)**

The contractor shall notify the FEDSIM COR via a Problem Notification Report (PNR) (**Section 9 - List of Attachments, Attachment D**) as soon as it becomes apparent to the contractor that a scheduled delivery will be late. The contractor shall include in the PNR the rationale for late delivery, the expected date for the delivery, and the project impact of the late delivery. The FEDSIM COR will review the new schedule and provide guidance to the contractor. Such notification in no way limits any Government contractual rights or remedies including, but not limited to, termination.

## **6.1 CONTRACTING OFFICER'S REPRESENTATIVE (COR)**

The FEDSIM CO appointed a FEDSIM COR in writing through a COR Appointment Letter (**Section 9 – List of Attachments, Attachment A**). The FEDSIM COR will receive, for the Government, all work called for by the TO and will represent the FEDSIM CO in the technical phases of the work. The FEDSIM COR will provide no supervisory or instructional assistance to contractor personnel.

The FEDSIM COR is not authorized to change any of the terms and conditions, scope, schedule, and price of the Contract or the TO. Changes in the scope of work will be made only by the FEDSIM CO by properly executed modifications to the Contract or the TO.

### **6.1.1 CONTRACT ADMINISTRATION**

Contracting Officer:

Andres Almazan  
GSA FAS AAS FEDSIM (QF0B)  
1800 F Street, NW  
Washington, D.C. 20405  
Telephone: (202) 595-4153  
Email: andres.almazan@gsa.gov

Contracting Officer's Representative:

Sheila Johnson, COR (QF0B)  
1800 F Street, NW  
Washington, D.C. 20405  
Telephone: (703) 589-2951  
Email: Sheilak.johnson@gsa.gov

Technical Point of Contact:

Jasen Blacksborg, Civ, DAF  
AF/A4PA Compliance Team Lead  
1500 W. Perimeter, Suite 4300  
Joint Base Andrews, MD 20762  
Telephone: (240) 612-4132  
Email: [jasen.b.blacksborg.civ@mail.mil](mailto:jasen.b.blacksborg.civ@mail.mil)

Alternative Technical Point of Contact:

Michael G. Chu, Civ, DAF  
AF/A4PA Governance  
1500 W. Perimeter, Suite 4300  
JB Andrews, MD 20762  
Telephone: 240-612-4135  
Email: [michael.g.chu.civ@mail.mil](mailto:michael.g.chu.civ@mail.mil)

Charles B. Wade, CIV, CISSP-ISSEP  
Directorate of Resource Integration  
DCS/Logistics, Engineering and Force Protection  
1500 W. Perimeter, Suite 4300  
JB Andrews, MD 20762  
Telephone: 240-612-4166  
Email: [charles.b.wade4.civ@mail.mil](mailto:charles.b.wade4.civ@mail.mil)

## **6.2 INVOICE SUBMISSION**

The contractor shall submit Requests for Payments in accordance with the format contained in General Services Administration Acquisition Manual (GSAM) 552.232-25, PROMPT PAYMENT (NOV 2009), to be considered proper for payment. In addition, the following data elements shall be included on each invoice.

Task Order Number: *(from GSA Form 300, Block 2)*  
Paying Number: *(ACT/DAC NO.) (From GSA Form 300, Block 4)*  
FEDSIM Project Number: AF00812  
Project Title: AF A4 Systems Integration, Logistics, and Management Support

The contractor shall certify with a signed and dated statement that the invoice is correct and proper for payment.

The contractor shall provide invoice backup data in accordance with the contract type, including detail such as labor categories, rates, and quantities of labor hours per labor category.

The contractor shall submit invoices as follows:

The contractor shall utilize FEDSIM's electronic Assisted Services Shared Information SysTem (ASSIST) to submit invoices. The contractor shall submit invoices electronically by logging onto the following link (requires Internet Explorer to access the link):

<https://portal.fas.gsa.gov>

Log in using your assigned ID and password, navigate to the order against which you want to invoice, click the Invoices and Acceptance Reports link in the left navigator, and then click the *Create New Invoice* button. The AASBS Help Desk should be contacted for support at 877-472-4877 (toll free) or by email at [AASBS.helpdesk@gsa.gov](mailto:AASBS.helpdesk@gsa.gov). By utilizing this method, no paper copy of the invoice shall be submitted to GSA FEDSIM or the GSA Finance Center. However, the FEDSIM COR may require the contractor to submit a written "hardcopy" invoice with the client's certification prior to invoice payment. A paper copy of the invoice is required for a credit.

## **6.3 INVOICE REQUIREMENTS**

Task Order GSQ0017AJ0012  
Modification PO 15

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## SECTION 6 - CONTRACT ADMINISTRATION DATA

The contractor shall submit simultaneous copies of the invoice to both GSA and the client POC. The draft invoice shall not be construed as a proper invoice in accordance with FAR 32.9 and GSAM 532.9. Receipts are provided on an as requested basis.

If the TO has different contract types, each should be addressed separately in the invoice submission.

The final invoice is desired to be submitted within six months of project completion. Upon project completion, the contractor shall provide a final invoice status update monthly.

Regardless of contract type, the contractor shall report the following:

- a. Task Order Award Number (NOT the Solicitation Number)
- b. Contractor Invoice Number
- c. Current period of performance.
- d. Amount of invoice that was subcontracted.
- e. Amount of invoice that was subcontracted to a small business.

### **6.3.1 LABOR HOUR (LH) CLINs (for LABOR)**

The contractor may invoice monthly on the basis of hours incurred for the LH CLINs. The invoice shall include the period of performance covered by the invoice and the CLIN number and title. All hours and costs shall be reported by CLIN element (as shown in Section 1 – Supplies or Services and Price/Costs), by contractor employee, and shall be provided for the current billing month and in total from project inception to date. The contractor shall provide the invoice data in spreadsheet form with the following detailed information. The listing shall include separate columns and totals for the current invoice period and the project to date.

- a. Employee name (current and past employees)
- b. Employee company labor category
- c. Employee labor category
- d. Monthly and total cumulative hours worked
- e. Corresponding negotiated ceiling rate
- f. Hours incurred not billed
- g. Total Amount Paid (Lump Sum) by CLIN

### **6.3.2 OTHER DIRECT COSTS (ODCs)**

The contractor may invoice monthly on the basis of cost incurred for the ODC CLINs. The invoice shall include the period of performance covered by the invoice and the CLIN number and title. In addition, the contractor shall provide the following detailed information for each invoice submitted, as applicable. Spreadsheet submissions, in MS Excel format, are required.

- a. ODCs purchased
- b. Date delivery accepted by the Government
- c. Associated CLIN
- d. Project-to-date totals by CLIN
- e. Cost incurred not billed

## SECTION 6 - CONTRACT ADMINISTRATION DATA

### f. Remaining balance of each CLIN

All cost presentations provided by the contractor shall also include Overhead charges, General and Administrative charges and Fee in accordance with the contractor's base GSA Schedule contract(s).

### **6.3.3 TRAVEL**

Contractor costs for travel will be reimbursed at the limits set in the following regulations (see FAR 31.205-46):

- a. Joint Travel Regulation (JTR) - prescribed by the GSA, for travel in the contiguous U.S.
- b. Federal Travel Regulation (FTR) Volume 2, Department of Defense (DoD) Civilian Personnel, Appendix A - prescribed by the DoD, for travel in Alaska, Hawaii, and outlying areas of the U.S.
- c. Department of State Standardized Regulations (DSSR) (Government Civilians, Foreign Areas), Section 925, "Maximum Travel Per Diem Allowances for Foreign Areas" - prescribed by the Department of State, for travel in areas not covered in the FTR or JTR.

The contractor may invoice monthly on the basis of cost incurred for cost of travel comparable with the JTR/FTR/DSSR. The invoice shall include the period of performance covered by the invoice, the CLIN number and title. Separate worksheets, in MS Excel format, shall be submitted for travel.

CLIN/Task Total Travel: This invoice information shall identify all cumulative travel costs billed by CLIN/Task. The current invoice period's travel details shall include separate columns and totals and include the following:

- a. Travel Authorization Request identifier, approver name, and approval date
- b. Current invoice period
- c. Names of persons traveling
- d. Number of travel days
- e. Dates of travel
- f. Number of days per diem charged
- g. Per diem rate used
- h. Total per diem charged
- i. Transportation costs (rental car, air fare, etc.)
- j. Total charges
- k. Explanation of variances exceeding ten percent of the approved versus actual costs

All cost presentations provided by the contractor shall also include Overhead charges and General and Administrative charges in accordance with the contractor's base GSA Schedule contract(s).

## SECTION 7 - SPECIAL CONTRACT REQUIREMENTS

### **7.1 KEY PERSONNEL**

The following are the minimum personnel who shall be designated as “Key.” The Government does not intend to dictate the composition of the ideal team to perform this TO. The contractor may propose up to two additional Key Personnel.

- a. Task Order Project Manager (TOPM)
- b. IT and Technology Team Lead
- c. Senior Cybersecurity Specialist
- d. Lead Enterprise Architect
- e. Transformational Change Management Expert

The Government desires that Key Personnel be assigned for the duration of the TO.

#### **7.1.1 TOPM**

The TOPM shall serve as the contractor’s single TO manager and shall be the contractor’s authorized interface with the FEDSIM COR and A4 TPOC for the TO for matters of operational and technical delivery. The TOPM shall be responsible for formulating and enforcing work standards, assigning contractor schedules, reviewing work discrepancies, supervising contractor personnel, and communicating policies, purposes, and goals of the organization to subordinates. The TOPM shall be responsible for overall TO performance. The TOPM shall work on-site at Andrews AFB in the NCR with limited travel to bases outside of this area.

#### **It is required that the TOPM has the following qualifications and experience:**

- a. Possess an active Project Management Institute (PMI) Program Management Professional (PMP) certification. The contractor shall provide the certification and/or certification number for the proposed TOPM.
- b. Experience serving as the contractor’s single manager and delivery interface with the Government’s COR and TPOC for contracts of similar size, scope, and contract type.
- c. Experience and ability to plan and execute complex tasks and projects effectively with minimal Government direction and oversight.

#### **It is desired that the TOPM has the following qualifications and experience:**

- a. Experience delivering IT projects utilizing Agile-based methodologies.
- b. One or more industry/technology certifications such as Information Technology Infrastructure Library (ITIL), infrastructure-related technology, etc., which is similar to the requirements of this TO.
- c. Knowledge of logistics management practices similar to requirements of this TO.

## SECTION 7 - SPECIAL CONTRACT REQUIREMENTS

### **7.1.2 IT AND TECHNOLOGY TEAM LEAD**

The IT and Technology Team Lead shall perform as the IT and technology SME and advisor to A4 CIO leadership and staff.

**It is required that the IT and Technology Team Lead has the following qualifications and experience:**

- a. Experience with the lifecycle of emerging technologies, industry direction, and experience forecasting, integrating, and standardizing these technologies into an enterprise capability similar to the scope of this TO.
- b. Experience prioritizing functional/business requirements with technology to balance the latest technology and operational need to ensure institutionalization across a large enterprise.

**It is desired that the IT and Technology Team Lead has the following qualifications and experience:**

- a. Cloud-related technology training or certification (e.g., EMC, Microsoft, VMware, IBM, Oracle, Amazon Web Services (AWS), etc.).
- b. Experience with the AF acquisition processes and Agile methodologies.
- c. Experience with SCOR Models.
- d. Experience with continuous process improvement practices.
- e. Experience managing complex IT and technology projects similar to the requirements of this TO, such as data management, mobile technologies, architecture, BI, etc.

### **7.1.4 SENIOR CYBERSECURITY SPECIALIST**

The Senior Cybersecurity Specialist shall perform as the cybersecurity SME and advisor to A4 cybersecurity officials.

**It is required that the Senior Cybersecurity Specialist has the following qualifications and experience:**

- a. Experience analyzing vulnerabilities, assessing risk and ultimately making a risk recommendation to the Authorization Official. This includes in-depth knowledge and experience with requirements risk management, A&A, security engineering, and security architecture.
- b. DoDI 8570 IAM Level III certification.

**It is desired that the Senior Cybersecurity Specialist has the qualifications and experience:**

- a. Experience with statutory and regulatory reporting requirements including, but not limited to, FISMA and the Clinger-Cohen Act of 1996 in a DoD Environment.
- b. Experience developing organization system security, architecture, and IA and RMF policy in a DoD environment.



## SECTION 7 - SPECIAL CONTRACT REQUIREMENTS

- c. Experience analyzing information systems security certification and RMF documents for compliance with all applicable laws and standards in a DoD environment.
- d. Experience with Enterprise Mission Assurance Support system (eMass) database.

### **7.1.5 LEAD ENTERPRISE ARCHITECT**

The Lead Enterprise Architect shall work to integrate strategy, business, and technology planning methods with an ability to understand, analyze, justify, and communicate the solution of EA problems to the A4 CIO. Provide enterprise and solution architecture support to develop and oversee the technical blueprint for the A4 enterprise, assist in the translation of functional capability into the functional and technical architecture for that capability, lead the definition of the EA framework, and provide governance over the implementation and management of that framework.

**It is required that the Lead Enterprise Architect has the following qualifications and experience:**

- a. Experience providing enterprise-level IT and technology architecture support and services similar in scope to this TO.
- b. Senior level EA certification (e.g., Enterprise Architecture Certification (CEA), Certified Services Oriented Architecture (SOA) architect, Certified IT Architect (CITA), Enterprise Architecture Center of Excellence (EACOE), Open Certified Architect CA).

**It is desired that the Lead Enterprise Architect has the following qualifications and experience:**

- a. One cloud security (e.g., CompTIA, Cloud Security Alliance, etc.) or cloud-related technology certification (e.g., EMC, Microsoft, VMware, IBM, Oracle, AWS, etc.).
- b. Experience establishing enterprise functional and technical architecture design patterns and technical reference architecture and providing subject matter expertise to implement governance of that framework in the DoD.
- c. Experience analyzing or developing SCOR-based business architecture models.

### **7.1.6 TRANSFORMATIONAL CHANGE MANAGEMENT EXPERT**

The Transformational Change Management Expert shall perform as the Change Management SME and advisor to A4.

**It is required that the Transformational Change Management Expert has the following qualification:**

- a. Experience applying organizational Change Management techniques to successful transformation efforts.

## SECTION 7 - SPECIAL CONTRACT REQUIREMENTS

**It is desired that the Transformational Change Management Expert has the following qualifications and experience:**

- a. Experience with strategy development as well as the processes, methods, and tools for developing and implementing strategic plans in a DoD organization as they relate to this TO.
- b. Experience with Strategy Alignment & Deployment (SA&D) and how to build and oversee roadmaps to go from desired strategic end states to actual.
- c. Experience applying problem solving techniques to large scale problems, use of facilitation tools and techniques, and understanding and application of metrics (process, output, and outcome) to successful transformations.
- d. Any Change Management training and/or certification (e.g., Change Management Institute (CMI), Prosci, Kotter, etc.)

### **7.1.7 KEY PERSONNEL SUBSTITUTION**

The contractor shall not replace any personnel designated as Key Personnel without the written concurrence of the FEDSIM CO. Prior to utilizing other than personnel specified in quotes in response to an RFQ, the contractor shall notify the FEDSIM CO and the FEDSIM COR of the existing TO. This notification shall be no later than **ten** calendar days in advance of any proposed substitution and shall include justification (including resume(s) and labor category of proposed substitution(s)) in sufficient detail to permit evaluation of the impact on TO performance.

Substitute personnel qualifications shall be equal to, or greater than, those of the personnel substituted. If the FEDSIM CO and the FEDSIM COR determine that a proposed substitute personnel is unacceptable, or that the reduction of effort would be so substantial as to impair the successful performance of the work under the TO, the contractor may be subject to default action as prescribed by FAR 52.249-6 Termination.

### **7.2 GOVERNMENT-FURNISHED PROPERTY (GFP)**

The Government will make available to the contractor approximately 44 hoteling office spaces at Andrews AFB and approximately two at PACAF, 11 at Wright-Patterson, one at Gunter Annex, two at Tinker AFB, one at Langley AFB, and 20 at the Pentagon. These items include, but are not limited to, personal computers (contained MS Office products and the System Architect Tool), office supplies, facilities, telephones, internet access, and closed internal classified network to be used by the contractor only when working on-site at the primary Government Site, currently at Joint Base Andrews, and other designated sites specified in this TO, for Government business only in accordance with this TO. The Government will provide contractor personnel a standard Microsoft software environment to include Word, PowerPoint, and Excel. Microsoft Office products are standard.

#### **7.2.1 GOVERNMENT-FURNISHED INFORMATION (GFI)**

No Government-Furnished Information (GFI) will be provided with the RFQ. GFI will be provided after PS.

## SECTION 7 - SPECIAL CONTRACT REQUIREMENTS

### **7.3 SECURITY REQUIREMENTS**

Contractors shall have access to and be required to safeguard For Official Use Only (FOUO), confidential, and classified information and material. All contractor staff shall possess SECRET clearances. Contracting staff requiring administration rights to DoD systems may also require SECRET with Special Security Background Investigation (SSBI). Possessing an interim SECRET at the time of proposal submission is acceptable to begin work. In addition, select contractor personnel shall possess a Top Secret (TS) clearance once TS/SCI work approval is granted.

Some tasks involve access to and the safeguarding of classified information/material. The security policies, procedures and requirements stipulated in the National Industrial Security Program (NISP); National Industrial Security Program Operating Manual (NISPOM), and any supplements thereto are applicable, to include applicable FAR, DFARS, and Air Force Federal Acquisition Regulation Supplement (AFFARS) security provisions and/or clauses. AFFARS Clause 5352-204-9000, Notification of Security Activity, and AFFARS Clause 5352-204-9001, Visitor Group Security Agreement (VGSA), are applicable to these efforts whenever contract performance occurs on an AF installation or within an AF-controlled facility or activity.

The offeror must possess, or acquire prior to award of a contract, a facility clearance equal to the highest classification stated on the Contract Security Classification Specification 9, DD Form 254 (**Section 9 – List of Attachments, Attachment F**) that will be provided with the solicitation.

#### **7.3.1 DISCLOSURE OF INFORMATION**

The contractor shall not release to anyone outside the contractor's organization any unclassified information, regardless of medium (e.g., film, tape, document, etc.), pertaining to any part of this contract or any program related to this contract, unless (1) the CO gives prior written approval, or (2) the information is otherwise in the public domain before the date of release. Request for approval shall identify the specific information to be released, the medium to be used, and the purpose for the release. The contractor shall submit its request to the CO at least 45 calendar days before the proposed date for the release. The contractor agrees to include a similar requirement in each subcontract under this contract. Subcontractors shall submit request for authorization to release through the prime contractor to the CO.

#### **7.3.2 INFORMATION ASSURANCE**

The contractor may have access to sensitive (to include privileged and confidential) data, information, and materials of the U.S. Government. These printed and electronic documents are for internal use only and remain the sole property of the U.S. Government. Some of these materials are protected by the Privacy Act of 1974 (AMENDED) and Title 38. Unauthorized disclosure of Privacy Act or Title 38 covered materials is a criminal offense.

Contractor personnel shall not divulge or release privacy data or information developed or obtained in the performance of this TO, until made public or specifically authorized by the Government. The contractor shall not use, disclose, or reproduce third-party companies' propriety data, other than as authorized and required in performance of this TO. Personnel working on this project will be required to sign a Non-Disclosure Agreement (NDA)

## SECTION 7 - SPECIAL CONTRACT REQUIREMENTS

immediately upon their start on the project. The contractor's procedures for protecting against unauthorized disclosure of information shall not require DoD employees or members of the Armed Forces to relinquish control of their work product, whether classified or not, to the contractor.

### **7.4 ORGANIZATIONAL CONFLICT OF INTEREST AND NON-DISCLOSURE REQUIREMENTS**

The term "contractor" used in this clause section includes any person, firm or corporation which has a majority or controlling interest in the Corporation or in any parent corporation thereof, any person, firm, or corporation in or as to which the contractor (or any parent or subsidiary corporation thereof) has a majority or controlling interest. The term also includes the corporate officers of the contractor, those of any corporation which has a majority or controlling interest in the contractor, and those of any corporation in which the contractor (or any parent or subsidiary corporation thereof) has a majority or controlling interest.

#### **7.4.1 ORGANIZATIONAL CONFLICT OF INTEREST (OCI)**

- a. If a contractor has performed or is currently performing work, or anticipates performing work that creates or represents an actual or potential OCI, the contractor shall immediately disclose this actual or potential OCI to the FEDSIM CO in accordance with FAR Subpart 9.5. The nature of the OCI may involve the prime contractor, subcontractors of any tier, or teaming partners.
- b. The contractor is required to complete and sign an OCI Statement (**Section 9 – List of Attachments, Attachment J**). The contractor must represent either that (1) It is not aware of any facts which create any actual or potential OCI relating to the award of this contract, or (2) It has included information in its proposal, providing all current information bearing on the existence of any actual or potential OCI and has included a mitigation plan in accordance with paragraph (c) below.
- c. If the contractor with an actual or potential OCI believes the conflict can be avoided, neutralized, or mitigated, the contractor shall submit a mitigation plan to the Government for review.
- d. In addition to the mitigation plan, the FEDSIM CO may require further information from the contractor. The FEDSIM CO will use all information submitted by the contractor, and any other relevant information known to GSA, to determine whether an award to the contractor may take place, and whether the mitigation plan adequately avoids, neutralizes, or mitigates the OCI.
- e. If any such conflict of interest is found to exist, the FEDSIM CO may determine that the conflict cannot be avoided, neutralized, mitigated or otherwise resolved to the satisfaction of the Government and the contractor may be found ineligible for award. Alternatively, the FEDSIM CO may determine that it is otherwise in the best interest of the United States to contract with the contractor and include the appropriate provisions to avoid neutralize, mitigate, or waive such conflict in the contract awarded.

## SECTION 7 - SPECIAL CONTRACT REQUIREMENTS

### **7.4.2 POTENTIAL OCI LIMITATION OF FUTURE LIMS-EV PROGRAM OFFICE SUPPORT AND SUPPORT TO FUTURE MIGRATION ACTIVITES**

. Work under this PWS may create an OCI limiting future contract support to deliver capability under the LIMS-EV program. Per section 2.5.7, the contractor is responsible for supporting the LIMS-EV functional community to develop program capability requirements. As such, the contractor and subcontractors may be ineligible from serving as prime contractor or subcontractor for work outside of this contract within the LIMS-EV Program Office which includes the delivery of these capabilities. There may not be a mitigation strategy to resolve this conflict of interest.

Additionally, work performed in support of Task 3 – Enterprise Logistics IT/Technology Strategy and Integration Support, which supports "strike team" activities as noted in 2.5.3.7 may create an OCI limiting future contract support to deliver capability requirements which are developed. This may prevent the contractor from serving as prime contractor or subcontractor on this capability delivery. There may not be a mitigation strategy to resolve this conflict of interest.

### **7.4.3 NON-DISCLOSURE REQUIREMENTS**

If the contractor acts on behalf of, or provides advice with respect to any phase of an agency procurement, as defined in FAR 3.104-4, then the contractor shall execute and submit a Corporate Non-Disclosure Agreement (NDA) Form (**Section 9 – List of Attachments, Attachment G**) and ensure that all its personnel (to include subcontractors, teaming partners, and consultants) who will be personally and substantially involved in the performance of the TO:

- a. Are listed on a signed Addendum to Corporate NDA Form (**Section 9 – List of Attachments, Attachment G**) prior to the commencement of any work on the TO.
- b. Are instructed in the FAR 3.104 requirements for disclosure, protection, and marking of contractor bid or quote information, or source selection information.
- c. Are instructed in FAR Part 9 for third-party disclosures when acting in an advisory capacity.

All proposed replacement contractor personnel also must be listed on a signed Addendum to Corporate NDA and be instructed in the requirements of FAR 3.104. Any information provided by contractors in the performance of this TO or obtained from the Government is only to be used in the performance of the TO. The contractor shall put in place appropriate procedures for the protection of such information and shall be liable to the Government for any misuse or unauthorized disclosure of such information by its personnel, as defined above.

### **7.5 SECTION 508 COMPLIANCE REQUIREMENTS**

Unless the Government invokes an exemption, all Electronic and Information Technology (EIT) products and services provided shall fully comply with Section 508 of the Rehabilitation Act of 1973, per the 1998 Amendments, 29 U.S.C. 794d, and the Architectural and Transportation Barriers Compliance Board's Electronic and Information Technology Accessibility Standards at

## SECTION 7 - SPECIAL CONTRACT REQUIREMENTS

36 Code of Federal Regulations (CFR) 1194. The contractor shall identify all EIT products and services provided, identify the technical standards applicable to all products and services proposed, and state the degree of compliance with the applicable standards. Additionally, the contractor must clearly indicate where the information pertaining to Section 508 compliance can be found (e.g., Vendor's or other exact web page location). The contractor must ensure that the list is easily accessible by typical users beginning at time of award.

### **7.7 TRAVEL**

#### **7.7.1 TRAVEL REGULATIONS**

Contractor costs for travel will be reimbursed at the limits set in the following regulations (see FAR 31.205-46):

- a. FTR - prescribed by the GSA, for travel in the contiguous U.S.
- b. JTR, Volume 2, DoD Civilian Personnel, Appendix A - prescribed by the DoD, for travel in Alaska, Hawaii, and outlying areas of the U.S.
- c. DSSR (Government Civilians, Foreign Areas), Section 925, "Maximum Travel Per Diem Allowances for Foreign Areas" - prescribed by the Department of State, for travel in areas not covered in the FTR or JTR.

#### **7.7.2 TRAVEL AUTHORIZATION REQUESTS (TAR)**

Before undertaking travel to any Government site or any other site in performance of this TO, the contractor shall have this travel approved by, and coordinated with, the FEDSIM COR. Notification shall include, at a minimum, the number of persons in the party, traveler name, destination, duration of stay, purpose, and estimated cost. Prior to any long-distance travel, the contractor shall prepare a TAR (**Section 9 – List of Attachments, Attachment H**) for Government review and approval. Long-distance travel will be reimbursed for cost of travel comparable with the FTR.

Requests for travel approval shall:

- a. Be prepared in a legible manner.
- b. Include a description of the travel proposed including a statement as to purpose.
- c. Be summarized by traveler.
- d. Identify the TO number.
- e. Identify the CLIN associated with the travel.
- f. Be submitted in advance of the travel with sufficient time to permit review and approval.

The contractor shall use only the minimum number of travelers and rental cars needed to accomplish the task(s). Travel shall be scheduled during normal duty hours whenever possible.

### **7.8 ODCs**

The contractor shall not make any purchases without an approved CTP from the FEDSIM CO.

## SECTION 7 - SPECIAL CONTRACT REQUIREMENTS

### **7.9 NEWS RELEASE**

The offeror shall not make any news release pertaining to this procurement without prior Government approval and only in coordination with the FEDSIM CO.

### **7.10 INTELLECTUAL PROPERTY RIGHTS**

The existence of any patent, patent application or other intellectual property right that encumbers any deliverable must be disclosed in writing on the cover letter that accompanies the delivery. If no such disclosures are provided, the data rights provisions in DFARS 252.227-7013 and 252.227-7014 or FAR 52.227-14 applies.

### **7.11 CONTRACTOR IDENTIFICATION**

As stated in 48 CFR 211.106, Purchase Descriptions for Service Contracts, contractor personnel shall identify themselves as contractor personnel by introducing themselves or being introduced as contractor personnel and by displaying distinguishing badges or other visible identification for meetings with Government personnel. Contractor personnel shall appropriately identify themselves as contractor employees in telephone conversations and in formal and informal written correspondence.

## SECTION 8 - CONTRACT CLAUSES

### **8.1 52.252-2 CLAUSES INCORPORATED BY REFERENCE (FEB 1998)**

This TO incorporates one or more clauses by reference with the same force and effect as if they were given in full text. Upon request, the FEDSIM CO will make their full text available. Also, the full text of a provision may be accessed electronically at the FAR website:

<http://www.acquisition.gov/far/>

<b>FAR</b>	<b>TITLE</b>	<b>DATE</b>
52.203-13	Contractor Code of Business Ethics and Conduct	OCT 2015
52.204-14	Service Contract Reporting Requirements	JAN 2014
52.215-21	Requirements for Certified Cost or Pricing Data and Data Other than Certified Cost or Pricing Data – Modifications (ALTERNATE IV – OCT 2010)	OCT 2010
52.215-22	Limitations on Pass-Through Charges- Identification of Subcontractor Effort	OCT 2009
52.232-22	Limitation of Funds	APR 1984
52.224-1	Privacy Act Notification	APR 1984
52.224-2	Privacy Act	APR 1984
52.224-3	Privacy Training	JAN 2017
52.244-6	Subcontracts for Commercial Items	APR 2015
52.246-25	Limitation of Liability – Services	FEB 1997
52.249-14	Excusable Delays	APR 1984
52.251-1	Government Supply Sources	APR 2012

#### **8.1.1 FAR CLAUSES INCORPORATED BY FULL TEXT**

##### **FAR 52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)**

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within 30 days of the end of the period of performance.

(End of clause)

##### **FAR 52.217-9 OPTION TO EXTEND THE TERM OF THE CONTRACT (MAR 2000)**

- a. The Government may extend the term of this contract by written notice to the Contractor within 30 days; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 60 days before the contract expires. The preliminary notice does not commit the Government to an extension.



## SECTION 8 - CONTRACT CLAUSES

- b. If the Government exercises this option, the extended contract shall be considered to include this option clause.
- c. The total duration of this contract, including the exercise of any options under this clause, shall not exceed 36 months.

(End of clause)

### **8.2 GENERAL SERVICES ADMINISTRATION ACQUISITION MANUAL (GSAM) CLAUSES INCORPORATED BY REFERENCE**

The full text of a provision may be accessed electronically at the GSAM website:

<https://www.acquisition.gov/gsam/gsam.html>

<b>GSAM</b>	<b>TITLE</b>	<b>DATE</b>
552.232-39	Unenforceability of Unauthorized Obligations (FAR Deviation)	JUL 2015
552.239-70	Information Technology Security Plan and Security Authorization	JUN 2011
552.239-71	Security Requirements for Unclassified Information Technology Resources	JAN 2012

### **8.3 DEFENSE FEDERAL ACQUISITION REGULATION SUPPLEMENTS (DFARS) CLAUSES INCORPORATED BY REFERENCE**

The full text of a provision may be accessed electronically at Defense Procurement and Acquisition Policy website:

[www.acq.osd.mil/dpap/dars/dfarspgi/current/index.html](http://www.acq.osd.mil/dpap/dars/dfarspgi/current/index.html)

<b>DFARS</b>	<b>TITLE</b>	<b>DATE</b>
252.204-7004	Alternate A, Central Contractor Registration	FEB 2014
252.227-7014	Rights in Noncommercial Computer Software and Noncommercial Computer Software Documentation	FEB 2014
252.227-7015	Technical Data - Commercial Items	FEB 2014
252.227-7016	Rights in Bid or Proposal Information	JAN 2011
252.227-7019	Validation of Asserted Restrictions - Computer Software	SEP 2011
252.239-7999	Cloud Computing Services	AUG 2015
252.246-7001	Warranty of Data	MAR 2014

#### **8.3.1 DFARS CLAUSES INCORPORATED BY FULL TEXT**

##### **DFARS 252.232-7007 Limitation of Government's Obligation**

## SECTION 8 - CONTRACT CLAUSES

(a) Contract line items 0001, 0003 and 0004 are incrementally funded. For these items, the sum of **(b) (4)** of the total price is presently available for payment and allotted to this contract. An allotment schedule is set forth in paragraph (j) of this clause.

(b) For item(s) identified in paragraph (a) of this clause, the Contractor agrees to perform up to the point at which the total amount payable by the Government, including reimbursement in the event of termination of those item(s) for the Government's convenience, approximates the total amount currently allotted to the contract. The Contractor is not authorized to continue work on those item(s) beyond that point. The Government will not be obligated in any event to reimburse the Contractor in excess of the amount allotted to the contract for those item(s) regardless of anything to the contrary in the clause entitled "Termination for Convenience of the Government." As used in this clause, the total amount payable by the Government in the event of termination of applicable contract line item(s) for convenience includes costs, profit, and estimated termination settlement costs for those item(s).

(c) Notwithstanding the dates specified in the allotment schedule in paragraph (j) of this clause, the Contractor will notify the Contracting Officer in writing at least ninety days prior to the date when, in the Contractor's best judgment, the work will reach the point at which the total amount payable by the Government, including any cost for termination for convenience, will approximate 85 percent of the total amount then allotted to the contract for performance of the applicable item(s). The notification will state (1) the estimated date when that point will be reached and (2) an estimate of additional funding, if any, needed to continue performance of applicable line items up to the next scheduled date for allotment of funds identified in paragraph (j) of this clause, or to a mutually agreed upon substitute date. The notification will also advise the Contracting Officer of the estimated amount of additional funds that will be required for the timely performance of the item(s) funded pursuant to this clause, for a subsequent period as may be specified in the allotment schedule in paragraph (j) of this clause or otherwise agreed to by the parties. If after such notification additional funds are not allotted by the date identified in the Contractor's notification, or by an agreed substitute date, the Contracting Officer will terminate any item(s) for which additional funds have not been allotted, pursuant to the clause of this contract entitled "Termination for Convenience of the Government."

(d) When additional funds are allotted for continued performance of the contract line item(s) identified in paragraph (a) of this clause, the parties will agree as to the period of contract performance which will be covered by the funds. The provisions of paragraphs (b) through (d) of this clause will apply in like manner to the additional allotted funds and agreed substitute date, and the contract will be modified accordingly.

(e) If, solely by reason of failure of the Government to allot additional funds, by the dates indicated below, in amounts sufficient for timely performance of the contract line item(s) identified in paragraph (a) of this clause, the Contractor incurs additional costs or is delayed in the performance of the work under this contract and if additional funds are allotted, an equitable adjustment will be made in the price or prices (including appropriate target, billing, and ceiling prices where applicable) of the item(s), or in the time of delivery, or both. Failure to agree to any such equitable adjustment hereunder will be a dispute concerning a question of fact within the meaning of the clause entitled "Disputes."

## SECTION 8 - CONTRACT CLAUSES

- (f) The Government may at any time prior to termination allot additional funds for the performance of the contract line item(s) identified in paragraph (a) of this clause.
- (g) The termination provisions of this clause do not limit the rights of the Government under the clause entitled "Default." The provisions of this clause are limited to the work and allotment of funds for the contract line item(s) set forth in paragraph (a) of this clause. This clause no longer applies once the contract is fully funded except with regard to the rights or obligations of the parties concerning equitable adjustments negotiated under paragraphs (d) and (e) of this clause.
- (h) Nothing in this clause affects the right of the Government to terminate this contract pursuant to the clause of this contract entitled "Termination for Convenience of the Government."
- (i) Nothing in this clause shall be construed as authorization of voluntary services whose acceptance is otherwise prohibited under 31 U.S.C. 1342.
- (j) The parties contemplate that the Government will allot funds to this contract in accordance with the following schedule:

On execution of contract (b) (4)

SECTION 10 - REPRESENTATIONS, CERTIFICATIONS, AND OTHER STATEMENTS OF  
OFFERORS OR RESPONDENTS

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CLIN	(NTE) CEILING \$66,794,764	PRIOR FUNDING	FUNDING THIS MOD	TOTAL FUNDING	UNFUNDED CEILING
0001 (Labor - Tasks 1-7)	(b) (4)				
0002 (Labor - Task 8)					
0003 (Travel)					
0004 (ODCs)					
0005 (Acct. for CMR)					
TOTAL BASE	\$21,434,937	\$21,424,270	\$0	\$21,424,270	\$10,667
1001 (Labor - Tasks 1-7)	(b) (4)				
1002 (Labor - Task 8)					
1003 (Travel)					
1004 (ODCs)					
1005 (Acct. for CMR)					
TOTAL OY1	\$26,620,910	\$22,392,789	\$3,889,812	\$26,282,601	\$338,309
2001 (Labor - Tasks 1-7)	(b) (4)				
2002 (Labor - Task 8)					
2003 (Travel)					
2004 (ODCs)					
2005 (Acct. for CMR)					
TOTAL OY2	\$18,738,818	\$0	\$0	\$0	\$18,738,818
GRAND TOTAL	\$66,794,665	\$43,817,059	\$3,889,812	\$47,706,871	\$19,087,794

